

ELECTRICAL MERCHANDISE AND SELLING ELECTRICITY

Published by THE RAE COMPANY. New York Office, 17 Madison Avenue

463

LIGHT & POWER

CIGARS

RUTLAND SAVINGS BANK

LUNCH

THE PLAYHOUSE

BARKER'S

THE TAILOR SHOP

STEARN'S

MERCHANDISE

RUGS & CARPETS

COLONIAL

BOOKS

DUGAN'S

DRUGS

THE SUPER-SHOP

PRINCE

ECHO SPRING

LELLAN & CO.

THE FINE

THIS is the result of a FEDERAL campaign in a town of 19,000 people. Next month we will display what we have accomplished in a city of 102,000.

Beautifully situated among the hills of Vermont, in the heart of the marble industry, is the hustling little city of Rutland with its population of 19,000.

I. M. Frost, the able manager of the Rutland Railway Light & Power Co., turned his personal attention to the development of his sign load and adopted our new FEDERAL sales campaign plan.

As the result of one week's work, we secured fifteen orders and signed up over 19 KWH, burning five hours nightly, on flat rate contracts of from one to five years.

Exact reproductions of the signs are shown on this page. Three of them were of our standard sectional type and twelve are of individual design.

Federal Sign System (Electric)

NEW YORK CHICAGO SAN FRANCISCO

Want a Better Job this Year?

This is a year of opportunity for those men who are ready for promotion. Prosperity is right around the corner. More and better positions are opening. Salaries are being raised. The "lucky" men will be those who have the sense, and take the time, to

Renovate the Attic Furniture

We're all about equal below the chin—it's the upstairs equipment that determines your position and income. You can't know all you *ought* to know about the commercial side of your business unless you *regularly* study ELECTRICAL MERCHANDISE—ads and all. The proof of this statement is on the next pages. Read—then ACT!

ELECTRICAL MERCHANDISE

THE RAE COMPANY, Publishers

17 MADISON AVENUE, NEW YORK, N. Y.

Fill in the blank below; pin fast a single dollar bill—any old, moth-eaten bill will do; mail to us To-day. We will send Electrical Merchandise and a Hubbard Booklet—valued by some people at about \$100.

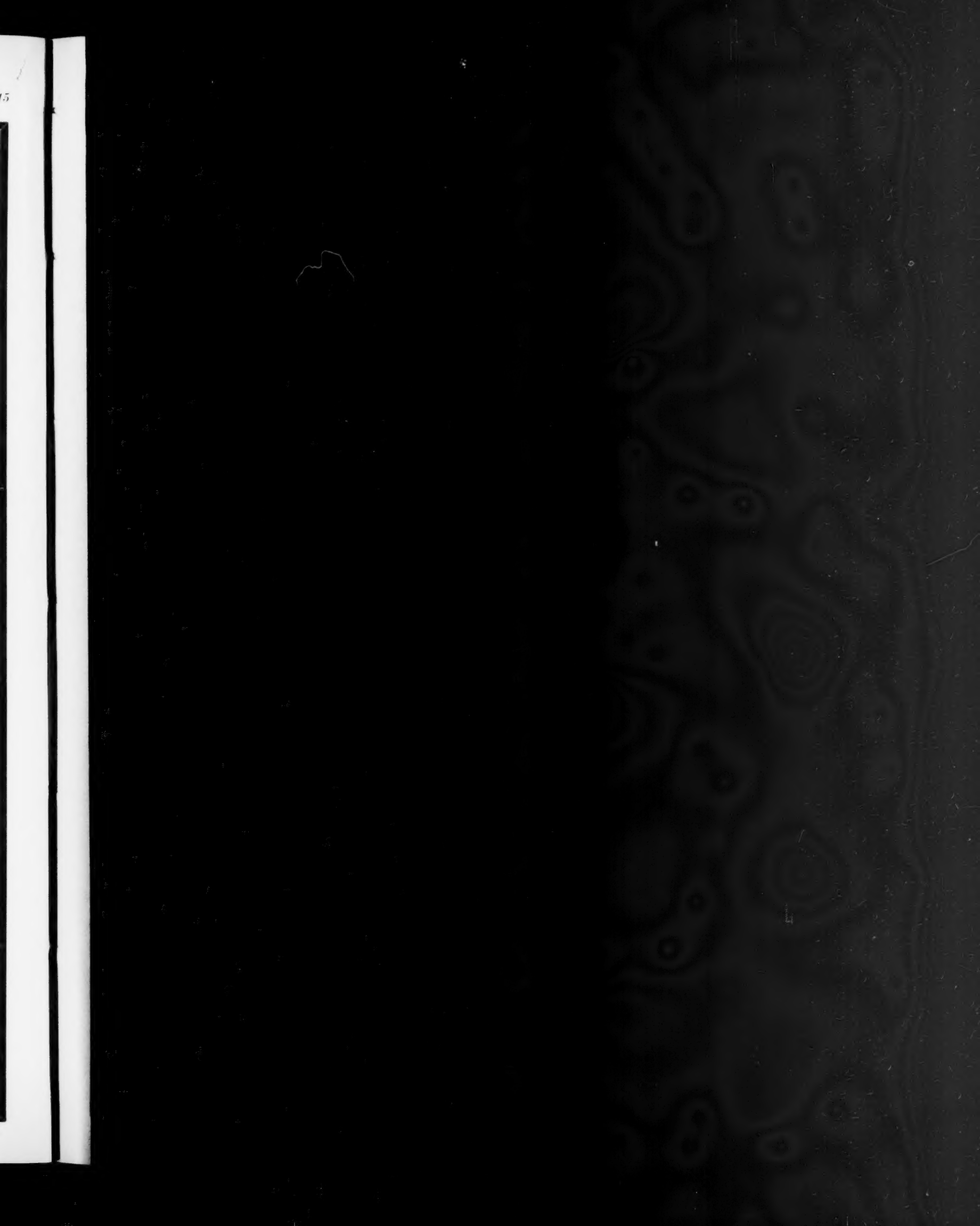


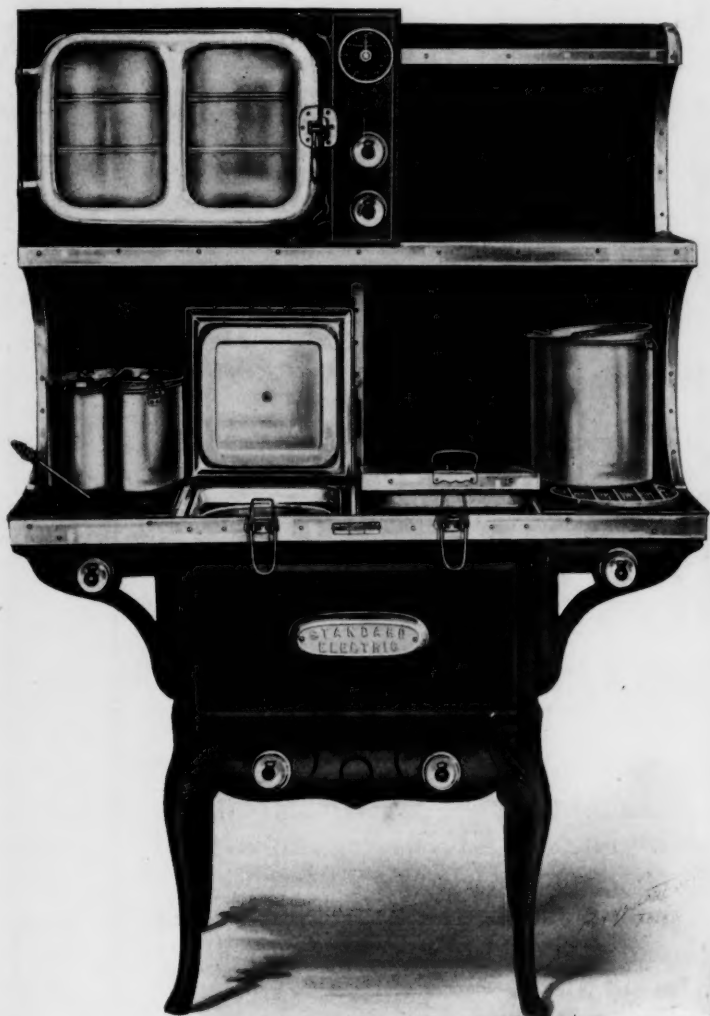
An Elbert Hubbard Booklet FREE

If you're already a subscriber, pass the coupon to one of the boys. He'll appreciate it—and so will we.

Your Name

Address





THIS IS THE NEW STOVE
THAT MAKES

ELECTRIC COOKING PRACTICAL

At a 5c, 6c or 7c Rate
ITS NAME IS
STANDARD

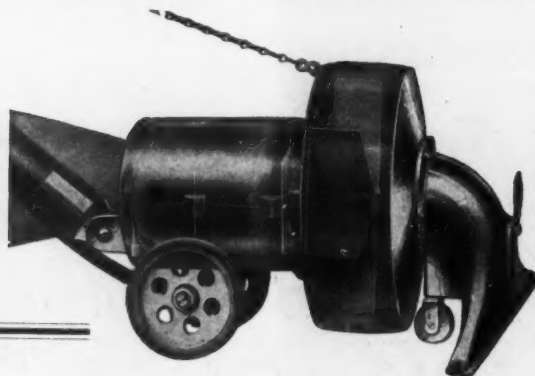
SOME central station men *think* that electric cooking is not practical. We can *prove* that it is.

We can prove that people of *moderate* circumstances can afford to do *all* their cooking electrically at a 5c, 6c or 7c rate. We can prove that these same people can *afford to buy* our stove because it is priced right.

A practical stove at reasonable price that will accomplish the practical cooking on a reasonable current consumption—and at practical, reasonable rates—opens up to *every* central station in the land a tremendous opportunity for increased revenue from *present* customers. Don't let prejudice or five-year-old data blind you to the present opportunity. Get the *new* facts that we have developed and *know* whether or not the proposition fits *your* local conditions. Write today.

The Standard Electric Stove Company
TOLEDO, OHIO

9/17/15
S.E.



An X-ray picture showing the simple construction of the Magic.

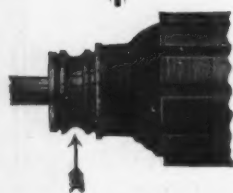
Our One Argument is Quality

If You are Interested in the Quality of the Appliances You Sell, You Must be Interested in

"THE MAGIC" Trouble-Proof Suction Cleaner

The MAGIC is *easy* to sell and it *stays* sold. You don't lose all the profits on repairs, replacements and trouble-shooting. For the MAGIC is trouble-proof—absolutely. It's all in the motor. The MAGIC has a compensated auxiliary winding. This type reduces commutator wear to an irreducible minimum. Also it costs nearly twice as much as the motors used on other cleaners of comparable size. The special design, and the extra care, finer materials and truer testing incorporated in this motor insures *you* against the exasperation and expense of complaints and repairs.

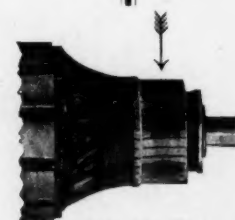
Here is the Proof



CUT NO. 1
The commutator of competing cleaner, worn out at end of 500 hours' continuous running.

In an endurance test of continuous operation day and night, between the MAGIC and two other well-known cleaners, the commutator of the motor on one of the other makes wore down $1/32$ of an inch in 150 hours; the commutator on the other was *worn out* at the end of 500 hours. (See cut No. 1.) The commutator on the motor of the MAGIC Cleaner showed no perceptible wear *after continuous operation for 3,000 hours*.

And when the MAGIC was stopped at the end of 5,000 hours' continuous running, the wear was hardly perceptible, and the cleaner was nearly as good as new. (See cut No. 2.)



CUT NO. 2
The commutator of Magic Cleaner, after 5,000 hours' continuous operation. Wear hardly perceptible.

Investigate the MAGIC *critically*. Put it through *any* test you please. The more thoroughly you investigate, the surer you will be that the MAGIC is the *only* practical cleaner for *your* central station to handle.

One central station bought and sold over 1000 of our machines within six months. Let us tell you *why* they bought them and *how* they sell them.

INNOVATION ELECTRIC COMPANY, Inc.

585-589 Hudson Street, New York, U. S. A.

ELECTRICAL MERCHANDISE AND SELLING ELECTRICITY

Vol. XIV. No. 1

Edited by FRANK B. RAE, Jr.

\$1.00 a Year

Making Men Think Your Way

A Series of Three Articles on Central Station Advertising and Publicity

By FRANK B. RAE, JR.

CENTRAL station advertising divides reasonably into three parts:—advertising to expand the service, advertising to sell merchandise, and advertising to win and hold good-will.

The necessity for good-will advertising is peculiar to public utilities. A utility is a Monopoly. It is a Corporation. It is a visible instance of Big Business. And for ten years and more, monopolies, corporations and big business have been under constant attack not only by the so-called yellow press and the socialistic agitator, but by great national weekly and monthly magazines, by Presidents, by cabinet officials, by members of the Congress.

Other corporations and monopolies may suffer such attacks with no further ill effects than irritation and legal expenses. That is because, in the first place, the public does not deal directly with these so-called trusts, but with innocent middlemen; and in the second, because the public always can, in a pinch, purchase "independent" products. But

the central station stands openly for all that is taboo in the business indictment. It can neither duck, hide nor quit. It must justify itself by such means as are handy.

And the handiest vehicle is advertising.

RIGHT here I find myself at odds with certain very shrewd utility managers. For some—and they are important men with wide experience—do not agree that what we call good-will advertising is *ever* needful or justifiable.

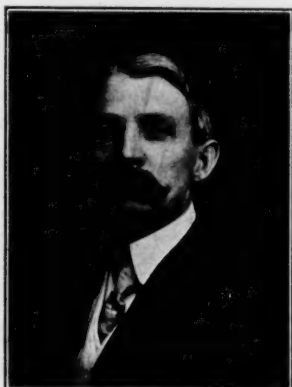
I quote on this point L. D. Gibbs, superintendent of advertising of the Boston Edison Company, who has the knack of putting concisely what several others have said with equal emphasis:—

"We do no so-called good-will display advertising. Of course, every sort of medium should be used to tell people the advantages of electric service over anything else. We have been working steadily for a good many years, in fact, I think it has been in the minds of the managing officials of this company ever since its

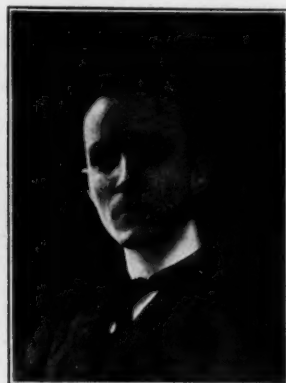
organization, to establish a very close, harmonious relation between ourselves and our customers by giving the most complete and careful service in every branch of our business. Persistent watchfulness has always been the key word in our undertakings to see that customers were satisfied.

"We appreciate, of course, that not nearly 100 per cent are always satisfied. We have a good many affairs to be handled through our adjustment department, but nowhere near as large a number as might easily be the case with less considerate attention to customers by the people of the company.

"We believe that a company ought never to allow its affairs to get in such a condition that it is necessary to go into the papers in spread-eagle style and tell what good things it can do. This is not meant to reflect upon companies that have had to do this, because it is appreciated that such conditions are oftentimes something with which the company affected has had nothing to do."



C. W. Lee



Howard K. Mohr



H. W. Alexander



Wm. H. Hodge

Four Important Central Station Advertising and Publicity Men Whose Ideas, and Specimens of Whose Work, Make This Article Noteworthy.

Obviously, as Mr. Gibbs says, service is essential. Courtesy, we recognize today, is almost equally essential. Printed self-praise will not mollify the man who has waited a week for connection, nor one whose lights or motors perform their duties in a temperamental manner, nor one who has been told by a fresh clerk to climb a tree.

Yet consider this point: will the best of service overcome anti-corporation attacks or beat back the tide of municipal ownership agitation nurtured and directed by selfish politicians? The Kansas City *Times Star*, we are told, has run a pro-municipal ownership article on its front page every day for nineteen years. The five Scripps papers in Ohio are said to be instructed to run some kind of an item on

the same subject in every issue. The meeting of American mayors in Philadelphia came out flatly for M. O. and this fact was blazoned to every corner of the land.

It seems to me that what we call good-will advertising is, and should be, something more than paid puffery: it should be designed to meet the nation-wide agitation that imperils all utilities. The fact that in one city or another the conditions are undisturbed is a small matter—as anyone who knows the inside of the recent Dayton upheaval must realize. In Dayton, the public enjoyed from its lighting corporation excellent service, progressive management, courtesy and a fine spirit of citizenship. Yet the politicians came within an ace of putting through a municipi-

Development of The Electrical Industry

Very interesting—read it and have your children read it—it's history.

But it is TRUE—EVERY WORD OF IT.

Fifty per cent of the American population were that tremendous force—ELECTRICITY—in some of its ramifications every day—only for sending a telegram, the use of the telephone, for electric light, power, heat, pushing a door bell, or riding on a street car.

Turn back your memory a few years of your life. You will probably remember the birth of that great revolution—the telephone, the perfection of the telegraph, the discovery of arc and incandescent lamps, the inauguration of the electric street railway car, the discovery of wireless telegraphy, the use of the electric spark making possible the automobile, the flying machine, the submarine and the motor boat, and the application in dozens of other ways of the great force of ELECTRICITY.

Yet it was only the other day that one of the most learned justices while trying a case in court declared ELECTRICITY to be the "LIFE BLOOD OF INDUSTRY." And all developed in a few short years—in a flash.

In all history there has been no other influence that has exerted such tremendous power on industrial life as the marvelous force of ELECTRICITY.

The electric light industry has been developed to its present state of efficiency in one third of a century. The real beginning was in 1879 when Charles F. Brush put into practical operation his arc lighting system in Cleveland, Ohio.

Later in the same year Thomas A. Edison, the "Wizard" of Menlo Park, New Jersey, made universal electric lighting possible by his invention of the incandescent lamp.

"Wizard" Edison established the first American electrical generating station in Pearl Street, New York City, which was placed in operation September 4, 1882.

Today there are nearly 7000 electrical generating stations in the United States.

Last year nearly 100,000,000 incandescent lamps were sold and put into service.

The tungsten or Mazda lamp has to a great extent taken the place of the carbon lamp. Mazda lamps REDUCE lighting costs nearly two thirds, which is a great saving to the consumer without any reduction in electric lighting rates.

The aggregate electrical generating stations in America have a capacity of 12,000,000 horsepower, not including isolated or private plants, AND ALL OF THIS POWER IS WAITING JUST A "TWITCH OF THE SWITCH" TO SERVE MILLIONS OF PEOPLE WHO USE ELECTRICITY DIRECTLY OR INDIRECTLY EVERY DAY IN THE YEAR.

These startling figures represent the tremendous influence the electric light and power industry has upon the industrial growth of this great country.

It is my wonder that a learned justice declared that electricity is "the life blood of industry."

If YOUR home is wired for complete electric service be sure that you take advantage of the "little electric servants," such as electric toasters, percolators, irons, vacuum cleaners, etc.

If YOUR home is NOT WIRED for complete electric service, consult with any reputable electrical contractor, or this Company, for cost, etc. The "dis-lum" wireless will do the rest.

WIRE YOUR HOME NOW FOR WINTER COM-FORTS.

Historical facts and figures of general interest are here used by Mr. Alexander. The commercial idea is not overlooked.

An Electric Company That Tries To Be A Useful Public Servant

No wheel can turn in the power house of the **Mobile Electric Company** without rendering a useful and needed public service.

The money invested in the electric property works steadily towards the upbuilding of Mobile and the material welfare of every citizen.

People are learning to draw a sharp distinction between capital that **Works for the Common Good**, and capital invested so that no one but the owner derives a benefit.

Every time the **Mobile Electric Company** runs a line to a factory or a residence, it adds to the value of the property and building.

People and work make civilization, cities and **Values**. Enterprises backed by faith, prosecuted with energy and conducted in the face of risks and hazards spell **PROGRESS**. They mean **more comfort, more prosperity, for all**.

The **Mobile Electric Company** has striven to be a beneficial force in a progressive and favored community. It has endeavored to earn a moderate

return upon its investment by giving a full measure of honest service to the widest possible number of people at rates far lower than the average prevailing throughout the United States.

Mobile has treated the **Electric Company** fairly and in return the Company has made every effort to more than fulfill its difficult obligations to the people.

Today Mobile is among the best electrically developed Southern cities. Nearly all the local industries are **Operated by Our Power Service**. Distributing lines cover the city and suburbs. Approximately all the business houses are electrically lighted. Our power capacity is considerably in excess of the present demands.

No matter how fast Mobile progresses the **Mobile Electric Company** will be found ready and prepared for the utmost in electric light and power service.

And we regard **Every** customer as a valued patron. The same brand of courteous attention and the same quality of adequate service at low prices are rendered to **all** without discrimination.

The Mobile Electric Company

By T. K. JACKSON, President and General Manager

Laying the law down to yourself is better than having someone else do it for you. This ad by Mr. Hodge states the company's understanding of its obligations and asks the public's cooperation in realizing its ideal.

pal project. Why?—to feather their own nests with fat appropriations and jobs. How?—by utilizing the anti-corporation and municipal ownership talk that has filled every magazine of national circulation for ten years, by referring to what a Postmaster General said, by crystallizing the conviction which has been developed throughout the country that corporations *per se* are something to be crushed and stripped of profit.

We know, of course, that the statements of the agitator are pure bunk and that they hide a selfish purpose; the thing we do not realize is that these statements are believed by a majority of the voters and that so long as there is a national agitation going on, no individual community is safe from an upheaval. The question is, will each utility company wait for the upheaval to strike locally, or will all join in a consistent, conservative movement to counteract a popular error?

Good service at fair rates is the first requisite. But perfect service, free of charge, would not satisfy the politician hungry for spoil and jobs. He needs the municipal plant in his business. Sooner or later, in this city and that, he will get it—unless by nation-wide good-will advertising the utilities disarm him, take away his arguments and make the public realize that honestly run corporations, reasonably supervised, render better service cheaper than do municipal ventures with their overload of jobs and jobbery.

THERE are many methods and media in advertising, but for present purposes we will divide them into two classes—printed advertising and other advertising. Of the "other" advertising, W. H. Hodge, publicity manager for H. M. Bylesby & Company, says:—

"Every possible medium and device of advertising can help at certain times and for certain purposes. To illustrate by citing two subjects which are not advertising at all, but which have an advertising

value: The free fan offer to invalids; and the pulmotor or other resuscitation device placed at the service of the public.

Prosperity in 1915 Depends Upon Faith in Our Country

Our Nation is being penalized by a crisis of European methods and ideals

We cannot escape entirely the bitter fruits of a war founded in governmental systems where Monarchy, Paternalism, Public Ownership and Autocracy go hand in hand.

Now as never before we have opportunity to compare American ideals and methods with those practiced in Europe and to measure what American systems and institutions have gained for humanity.

Probably we will learn more and more each day of the coming year to appreciate "all we have and are," to regard our citizenship in a more precious light, to see our problems more clearly, more tolerantly.

The war has made material progress difficult throughout the United States. It has added to the obstacles of financing constructive effort. It has enforced economies upon the large and small, has laid on the shelf plans for many desirable things.

Prosperity in this country during the coming year demands above everything else faith in our life, public and faith between man and man. It cannot be had in suspicion and distrust.

If this military calamity teaches us a deeper and more useful patriotism, if it serves to advance understanding among us of one another's rights and wrongs, if it removes prejudice and strikes down distrust—then this war will not be without benefit to the citizens of the United States.

We hope for prosperity the coming year. To have it will require hard work, courage and faith in ourselves.

(Name of Company)
(Name of Manager)

This timely suggestion was sent by Mr. Hodge to all Byllesby properties for use at New Year's time. It is rather a statement of business credo than advertising, yet not without its benefit in establishing the faith and purpose of the lighting company.

These two things appeal to the emotional side; it is the emotional appeal which finds fertile soil for damaging attacks on corporations. The lending of Christmas tree lighting outfits to charitable organizations is in the same class. Many opportunities exist which fit in naturally and effectively with the conduct of the utility."

This idea is carried out variously by different companies. Under direction of Howard K. Mohr, advertising manager of the Philadelphia Electric Company, lectures and demonstrations are given before and for the benefit of church societies and women's clubs. It is a set policy of the Federal Light & Traction Company to have its managers take prominent part in civic betterment and serve as officers of boards of trade. T. I. Jones, sales-manager of the Brooklyn Edison, enrolls himself as a lecturer in the municipal free lyceum. Perhaps L. D. Gibbs has done more than anyone in this direction, having begun the lecture course idea some seven years ago and having delivered, with his assistants, some 350 to 400 lectures altogether. At present he is one of the staff of lecturers for a civic improvement association that covers all the towns and cities in Greater Boston.

In every community are many of these opportunities for disinterested service, which, if handled consistently, are effective means of publicity. The danger here is in "grand-standing"—in obviously playing for applause. None of us thinks very highly of the rich man who noisily clangs his silver dollar into the collection plate.

But this form of advertising is, after all, rather good citizenship than good business. It is a privilege rather than a duty—a service which is the badge of

good fortune since only the fortunate can render it.

Of printed advertising there are as many kinds as there are types of printing presses, and the actuating motives are as various as the men who employ them.

Good-will advertising, that is simply a sop to the press, is plain foolishness. I suppose there are papers which can be bought by money, but they are not worth their price. E. R. Davenport, sales-manager of the Narragansett Electric Lighting Company of Providence, hits the nail squarely, thus:—

"Advertising, aimed to keep the newspapers good natured, is utterly useless. The management of the central station should have nothing to fear from either the public or the press. In fact, much of this kind of so-called good-will advertising is really a detriment to the central station, for I know of certain cases where the company has been spoken of as an 'easy mark,' so in reality it is not only of no

benefit, but very harmful. Today, most newspapers are clean and if they realize that the central station is giving them space as a sort of bribe to keep them off the company's neck, they would very much resent it."

On the other hand, there is something to be said for advertising inserted with the idea chiefly of educating the newspapermen. It may not be known generally that every editorial employee of a newspaper is required to read every word of every issue—ads and all. H. W. Alexander, past salesmanager of the Federal Light and Traction Company and present advertising head of the Society for Electrical Development, speaks out of his own experience as reporter and desk man on metropolitan dailies:—

"The man who should be reached first of all—a man who can make hundreds, even thousands, think as he does by hammering out on his typewriter a few lines of his ideas of a condition—is the newspaperman.

"A good newspaperman will either

The Good Will of the People

OUR MOST VALUABLE ASSET!

The people of this community and the Narragansett Electric Lighting Company are to all intents and purposes, and, in effect, partners in this great public utility enterprise of supplying electric light and power to Greater Providence.

This company, every day in the year, transacts business with the great majority of the people of this community; and in every transaction, no matter how small, its fixed purpose is to give the customer full value for every dollar received.

This company realizes that the greatest service it can render to the community is to supply electric light and power at the lowest possible price and to provide a service as near perfect as human effort can make it. The growth and prosperity of Greater Providence as well as the prosperity of its inhabitants depends to a great extent upon the development of this service and the co-operation and good will of the people are absolutely essential to its advancement.

Appreciating this confidence and good will, reposed in it by this community, the company proposes to continue to discharge its obligations and responsibilities with full consideration of the duty it owes its customers, and by patient, devoted efforts in their service to merit a continuance of their confidence, co-operation and good will.

NARRAGANSETT ELECTRIC LIGHTING CO.

TURKS HEAD BUILDING

Effective type style in newspaper advertisements costs but little more than catch-as-catch-can arrangements commonly seen.

Reliable Electric Light & Power Service

It may be deemed unusual to call attention to the reliability of Philadelphia Electric Service, in the face of the serious accident which deprived customers in a portion of our territory of electric light and power for a number of hours on Saturday last—we think, however, that this very accident actually substantiates our claims for reliability and flexibility of service. We further are confident that all those who give the matter serious thought will agree with us.

The facts are these: at 5.30 o'clock last Saturday morning a fire occurred which resulted in the shutting down of one of our main distributing stations. Through the coolness and efficiency of all concerned the fire was put out and the electric current cut off, without serious injury or loss of life.

Inside of a half hour the entire machinery of a large and efficient organization was put in motion, with the sole idea of furnishing current to all of our customers affected, at the earliest possible moment, and at a minimum of inconvenience to them.

The temporary loss of Station "C" did not handicap us from a standpoint of generating capacity, because our Main Generating Stations were not affected and we had established numerous sub-stations throughout the city, all of which are inter-connected for the very purpose of supplying continuous service in all districts, even though individual plants should meet with accident or destruction.

In this case, however, hundreds of feeders and cables had their insulation partly destroyed by fire, were covered by a mass of debris, and in all cases completely flooded by water. This water had to be pumped out before the majority of these cables could be even approached. Fuses and catches in junction boxes throughout the central district had been blown, and the problem to be solved was the disconnecting of all feeders supplied by the affected station, which feeders were temporarily rendered useless and then to re-connect the feeders and mains from our various sub-stations.

It was a gigantic piece of work, but it was done expertly, carefully and with remarkable speed. Here is the record:—

At 5.30 o'clock A. M. the fire occurred.

At 6.30 o'clock the work of disconnecting and removing the tremendous mass of twisted feeders and

cables, damaged and useless apparatus was well under way.

At 10 o'clock 30 per cent. of the affected district was connected.

Before noon 50 per cent. of the affected district was connected.

By evening all but a very small percentage of the affected district was receiving service approximating the normal.

All of the Public Service Institutions and theatres were able, either through our aid or by means of electricity furnished from our mains, to conduct their business and to give their performances without perceptible difference in their lighting equipment. All of the newspapers were published as usual. The municipal lighting service was unaffected, and as a matter of fact 75 per cent. of our customers would have been unaware, except for newspaper accounts, of the accident which had taken place.

We ask you to consider for a moment what would have happened to an isolated plant if an accident anything like this had occurred—how many days would have elapsed in that event before such a plant could have resumed service? No other source of power or lighting supply except that furnished by a great central station, backed by a large, resourceful and efficient organization, could possibly be so secure or be so well safeguarded against interruption.

Consider also that many minor troubles to which steam and gas engine plants are subject frequently result in complete shut-downs of a duration varying from a few hours to several days and compare that condition to the practically continuous service furnished by this company for the past 22 years—such a comparison merely substantiates our claim concerning the reliability of Philadelphia Electric Service.

We take this opportunity of expressing our appreciation for the uniform courtesy and consideration shown us by our customers and our friends—it is almost worth while to have had such an accident to find that such a cordial feeling exists.

Central Station Service has been and will continue to be the most Reliable, Efficient and Economical method of light and power supply.



Making capital of a serious accident. Instead of minimizing or denying the service interruption, Mr. Mohr uses the occasion as an opportunity to show the company's resources.

sketch or read in its entirety his newspaper every day. If he is unbiased, he will believe—to the usual newspaperman's extent—what the light company says about itself.

"The representative of the light company with whom the reporter comes in contact may be a 'nice fellow,' but the newspaperman sees him working for the corporation for his daily bread, and so does not believe all the fine things about the company which the said representative states as facts. Let this same company representative run the same line of talk in newspaper print and the reporter who reads it will, in a measure, be convinced—not entirely, to be sure, for the

average newspaperman is cynical, but he will become interested and he will, at least, credit the company with trying to give the public some real reason for existence outside of its being johnny-on-the-job between the 1st and the 10th."

The above two quotations would seem to dispose pretty effectually of the question of influencing newspapers. If it is expected that the price of space is the price of peace, save your money. If it is hoped to appeal to the reason and fair-mindedness of the men who wield the hammer for the newspapers, then the expense is justified in exact ratio as the copy is effective.

THIS gets us down to the question of good-will copy. What kind of copy is good-will copy?—and why?

C. W. Lee, one of the founders of this magazine and a recognized leader in central station publicity, contends: "Good-will advertising must have a commercial thought;" in other words, it must always emphasize some specific advantage of the service. Mr. Mohr's opinion, and the samples of the advertising he submits, concur in this principle. "I think good-will advertising should be educational advertising," he says, "unless an emergency arises which makes it necessary or advisable for the central station to spend a goodly sum of money in a straight, unvarnished effort to make the public think your way."

That last thought brings us rather abruptly into another phase—the emergency effort to swing public opinion after it has taken a definite course contrary to the utility. This is delicate ground. With all respect to those whose abilities have raised them to executive positions in the industry, it must be stated baldly that much of the emergency copy has either started too late or has been too politic. Mr. Lee sums it into a phrase: "Publicity will not save a sinking ship." I might add quite a bit on this score myself, having stood on the sidelines and watched many a contest lost through dependence upon eleventh hour appeals to reason, when passion ruled at the polls. Generalities, in such a matter, are futile. Yet at the risk of setting down a platitude, I will say this: Repentance is a sign of fear, and fear is half of defeat. For a

The Conscientious Kicker

is one of the most valuable assets a community can possess, and to the credit of American cities let it be said that each has one or more able representatives of the type.

The Conscientious Kicker is ever ready to protest against injustice, to plead for reform and to combat wrong. His demands are seldom selfish, but, more frequently, are made in the interest of his fellow-citizens rather than his own. He speaks for numbers and knows it; therefore, it is small wonder that he frequently speaks with authority.

The Conscientious Kicker should not be confused with the chronic kicker or the professional fault-finder, because his kicks are made with a sincere desire to improve things, while theirs are actuated by nothing more praiseworthy than habit.

Our latchstring is always on the door for the Conscientious Kicker. We know of no one from whom we would rather receive suggestions or with whom we would rather co-operate in our endeavor to perfect Lynchburg's lighting, heating, power and transportation services.

Lynchburg Traction & Light Co.

Another example of the complaint-soliciting ad. By dignifying the justifiable protest as a public service, Mr. Lee silences the nagger and makes complainants think twice before coming in with groundless or erroneous complaints.

lighting company to protest its virtues and proclaim future generous intentions in the face of well-organized attack, is altogether too much like a small boy promising to be good when he sees the old gentleman reaching for the trunk strap. Mr. Hodge, whose experience entitles him to speak with authority, says on this score:—

"It is my deliberate opinion that successful economic advertising for public utility companies is a question of opportunism. A poor case well handled can sometimes win; a good case poorly handled can sometimes lose. The public of one community will be impressed by arguments which will leave another community cold; one group of people on a given date will accept an economic teaching which they have rejected a year or two before. Public opinion is in constant flux, and lucky is the man who really gets in touch with it and stays with it for any length of time.

"I believe in public utility companies making every reasonable and energetic effort to maintain a good repute in the minds of the public. They have no right to keep the main facts of their business secret, because they are public institutions, with far more power for good and far more power for harm than the ordinary corporation or business firm. The selfish interests of the corporation should dictate a policy of wholesale publicity, because secrecy in the average mind, denotes a greater or less degree of rottenness or injustice—otherwise, asks *vox populi*, why should there be secrecy?

"Under state regulation—now dominant in most of the states—the essential financial facts of any public utility are public knowledge. All an agitator has to do is to consult the official records. He can use the facts in any way he wants to—can distort them, misinterpret them, turn them to his own ends and purpose in subtle ways. Publicity, as far as it relates to publication of the financial and operating statistics of utility companies,

If You Have a Complaint Bring It Direct to Us

No concern serving nearly 75,000 customers can avoid occasional errors, misunderstandings and, once in awhile, delays or defects in service.

These things are impossible to avoid entirely. Particularly are they apt to occur during a process of reorganization, unification and improvement, such as the Louisville Gas and Electric Company is passing through at present.

Eventually, our trademark will, among other things, represent as small a number of complaints as it is possible to have in the conduct of so large a business intimately affecting so many people.

Always, however, we wish it understood that whenever there is dissatisfaction with our service or charges the interested patron --as a partner--will be welcomed at our office.

This company wants no revenue that it does not earn fairly and honestly.

Every user of our service is regarded by the company, not as a consumer, or mere revenue producer, but as a valued patron, whose business we are anxious to retain and whose goodwill is worth more than the money he pays us.

The Louisville Gas and Electric

Company is in permanent partnership with the people of Louisville. A satisfied body of customers means, mutual prosperity.

It is merely an act of common sense on our part to view every transaction with our partners in the light of the FUTURE; to endeavor to make sure that whatever we do will be satisfactory to patrons not only now but next year and the year after that.

When you have complaints regarding our company, or our service OUR OFFICE is the proper place to bring them for prompt and satisfactory adjustment.

Five minutes spent in our office will get RESULTS for customers where five hours discussion with your neighbors will lead to nothing except toward depriving us of the good will which we need in order to serve the public to the best of our ability.

Justice to yourself and your company-partner requires that you bring your complaints direct to us.

We assure you of courteous treatment, painstaking investigation and an earnest desire to be absolutely fair in the true spirit of partnership which should exist.

Louisville Gas and Electric Co.

(Incorporated.)

Soliciting complaints frequently removes the cause of trivial or groundless "kicks." When the new management of the Louisville company took hold, it dared the public to come in and state grievances. The effect was to silence many chronic kickers.

CENTRAL STATION ELECTRIC SERVICE

Every progressive city in this country must sooner or later face the great problem of abating the smoke nuisance, an evil which is a reproach upon many of our large cities at the present time.

The logical solution of the difficulty, the economical remedy for the evil, is found in the employment of Electric Motors, operated by current from the central station. One stack on the outskirts of the city is infinitely to be preferred to thousands of smoke stacks located in the heart of the business and residential sections of a community.

The user of Philadelphia Electric Service has the greatest guarantee of reliability and efficiency possible. Coal and labor troubles are eliminated, as are all the petty annoyances attendant upon the operation of a private power plant. If you are located in Philadelphia we can sell electric power for less money than it would cost you to generate it. All preliminary tests and estimates furnished without charge or obligation to use our service.

THE PHILADELPHIA ELECTRIC COMPANY
Tenth & Chestnut Streets

A civic improvement ad with a basic commercial thought. This is perhaps the best form of goodwill advertising.

is therefore practically an accomplished thing.

"Taking things as they are, it appears wise and desirable for a company to see that this knowledge is translated to the public in truthful and understanding terms, and not to wait for an enemy to place his construction upon the information. It's the old principle of getting in the first blow.

"In doing this, it should be remembered that the people are not fools; neither are they high-powered economic analysts. Simple, plain statements with a firm support of facts, put together in a logical, straightforward way, free from arrogance or cringing, seem most effective.

"Nor is there danger in using such good-will advertising, unless it is a departure from sincerity and therefore ridiculous, or is done in a patronizing way.

Not a few efforts of the sincere and rightly bottomed kind have failed to win the immediate issue, but I never knew of one which did not accomplish a vast amount of good and which did not cause the company's antagonists to see things in a much fairer and more reasonable light when the smoke of battle had cleared.

"The greatest danger, apart from those spoken of above, lies in overdoing big space. Big space is not necessary. A lot of people think you are trying to buy up the newspapers: a lot more are impressed with what they fear—corporation power and wealth. The hardened cynic says bunk!"

Mr. Alexander gives a somewhat different twist to the same underlying thought:—

"Making the public your friend is getting to be a real art. Publicity in

"Another thing: The Federal Company in its educational advertising does not try to convince the agitator, who is 'agin the company right or wrong,' but we seek out the business man, the small shopkeeper, and Mr. Ordinary Citizen who comes home at night tired out, grabs his slippers, ensconces himself in his easy chair before the fire and reads. If the article he sees about the utility company is not too long; if it is set so it looks readable; if it has a good caption, if it starts in an interesting way, he will read it and believe some, if not all, of it. Similar articles, run every three weeks or so, will become impressive to him. He will get so he will like to read them, and he will begin to form a good opinion of the advertiser. When the SOS call has to be sent out—if it should ever be necessary—this plain, ordinary citizen will generally prove a 'near friend' anyway, or a man not so hard to convince, for he already believes there is some good in the company, after all.

"Publicity should not stop at newspaper advertising. There are street car cards, little bulletins to the public to be placed in street cars, messages to the customer which can be printed on the bills, envelopes, or stationery, and other equally as good means of reaching the public.

"The success of a public utility certainly depends upon the clear understanding and appreciation by the public of the service rendered and publicity is the connecting link. But publicity is neither an unmixed good nor an unmixed evil. It is a two-edged sword which cuts both ways and should be marked 'handle with care.' Success or failure depends upon the man who handles the weapon. It is getting into print with the proper message at the proper time that counts."

CONTINUITY of effort—sincerity—good service—constant publicity: These are the price of popular good-will. So obvious a statement would seem to suffer by corroboration, yet at risk of weakening my point, I again quote Mr. Mohr and Mr. Gibbs:—

"The one thing to be avoided," says the former, "is exaggeration or the assumption of a position regarding such matters which, as a matter of fact, is not the true attitude, easily demonstrated, of the central station in question. Good-will advertising should be, above everything else, true. The copy of such advertising should sound like the truth, and if it were not the truth, should certainly not be published. If a central station is not furnishing good service, I think it would be a waste of money to issue good-will advertising, because all the say-so in the world will not convince the public that the central station's intentions are good if the service it is furnishing is bad. I have seen public utility advertising of this nature treated with the utmost contempt by the public because, unfortunately, the service did not match, in any

YOURTOWN

"NO MAN CAN BE IN THE HIGHEST SENSE SUCCESSFUL UNLESS HE IS A GOOD CITIZEN OF HIS OWN CITY."

Truer words were never spoken.

There is more to the game of life than merely making money. Patriotism for your country is one thing. Pride in your HOMETOWN is another.

The one best bet in the municipal free-for-all is YOURTOWN.

If in the hustle and bustle of existence in a big strange city, you suddenly jostle someone, and you look up and find a FAMILIAR FACE—your thoughts go back to YOURTOWN.

YOURTOWN is the inspiration of poets, the pride of honest throbbing hearts and the model of admiring rivals of lesser note.

THIS IS YOURTOWN.

Now has it ever occurred to you that your gas, electric light and traction companies are "citizens" of YOURTOWN. That they are developers of YOURTOWN. That they have the interests of YOURTOWN at heart. Possibly it has not occurred to you but it is true.

The PUBLIC UTILITIES are a vital part of the business life of this city. They are what might well be called "INDUSTRY NUMBER ONE." YOUR gas, electric light and traction companies have proven to be big factors in the upbuilding of YOURTOWN. They have helped make it what it is today—A REAL PROGRESSIVE CITY. They will continue to co-operate with the citizens of the city to make it a GREATER CITY.

The public utilities of YOURTOWN have also helped to make you comfortable. It is natural for people to want to live as comfortable as their means will permit.

THE COST OF UTILIZING ELECTRICITY HAS DECREASED SO MUCH IN THE LAST TEN YEARS THAT IT IS NOW WITHIN THE REACH OF THE SMALLEST WAGE EARNER.

What will make your home more comfortable than gas and electricity?

The utilization of gas for cooking has done more to make happy housewives than any other comfort entering into the home. The electric light has been called the GREATEST OF MODERN CONVENIENCES. And they are yours at reasonable rates.

In the development of YOURTOWN the trolley system has been one of the MOST IMPORTANT FACTORS. No one influence has contributed as much to the growth of YOURTOWN.

AND THOUGH NEARLY EVERYTHING ENTERING INTO THE COST OF LIVING HAS INCREASED, THE STREET CAR FARE REMAINS THE SAME. THIS IS DESPITE THE FACT THAT NEARLY EVERYTHING ENTERING INTO THE COST OF TRANSPORTATION HAS ALSO INCREASED.

So in your pride and the boosting of YOURTOWN, don't forget that the gas, electric light and trolley companies should be given CREDIT FOR THEIR SHARE IN ITS UPBUILDING.

The success of your city depends upon the men behind it. And upon the men you select to run it.

It is pride in your town that counts. This means continual boosting. Result—Greater prosperity.

AND DON'T FORGET THAT PLUGGING AWAY ALL THE TIME ARE YOUR GAS, ELECTRIC LIGHT AND TROLLEY COMPANIES GIVING SERVICE—MAKING YOU COMFORTABLE—AND DEVELOPING YOURTOWN.

—EDWIN L. QUARLES.

(Office of company here)

An appeal to civic pride by Mr. Alexander. As a trained newspaperman, he knows "what the people want"—and gives it to them cleverly.

way, with the particulars set forth by the advertiser."

Gibbs states the same general idea from another angle:—

"Oftentimes when people think they are saying the very nicest things about themselves, in the papers, they will discover later that the only good impression has been made upon their own self-esteem. They have been pleased with the appearance of their names and their good deeds in print and have forgotten that the people sometimes get awfully tired of braggadoccio."

This whole question of good-will advertising, seems to simmer down to a point where we can, with some definiteness, schedule up a set of basic principles, thus:—

(1) The basis of good-will is good service and courtesy. Where these factors have been at work in the company's favor for any considerable length of time, the spread-eagle campaign appealing to public favor is unnecessary.

(2) Where mismanagement, conscious or otherwise, or a misconception of the

company's ethical and material obligations to the community has led to a critical condition that demands campaign methods, the advertising space should be modest and the appeal should be neither cringing, arrogant nor politic, but should be clean-cut, wholly truthful and free from self-praise and egotism.

(3) The good-will element, combined with a definite commercial appeal, should enter into every central station advertising campaign, not to combat any local condition but as a counter-influence against the constant pounding of the muck-raker and the politician, both of whom have selfish and none too honest motives in baiting corporations and advocating municipal ownership.

(4) In this matter especially, there should be a set and invariable policy. To be spasmodic in good-will appeals, to become discouraged or exasperated into quitting, to allow injustice and meanness and untruth to affect the prime principles of our policies or actions, means the defeat of our purpose.

A Million Dollars Underground.

The underground distributing system of this company is one of the best and covers one of the largest areas of any central station of similar size in New England.

Twenty miles of Fall River's streets are embraced in this system, which extends from Shore street, on the north, to Somerset Bridge, on the south, and from Eastern Avenue to Mount Hope Bay.

The company's last annual report to the State Board of Gas and Electric Light Commissioners showed 924,970 feet (175 miles) of cable beneath the public highways. In 1908 the total was 58,118 feet (10 1-2 miles).

Thus, 95 per cent. of these cables have been installed during the past four years. In addition, most of the underground system of 1908 has been reconstructed and modernized.

The cables are encased in 100,000 feet of cement-lined, vitrified brick and indurated fibre conduits, which are reached by 551 manholes.

The underground distributing system represents an investment of close to \$1,000,000.

The money spent to provide this system has not directly increased the company's revenue to the extent of a single dollar; but it has improved and safeguarded the service, made the city more sightly and reduced the fire menace.

Fall River Electric Light Company.

Not one person in a thousand realizes the tremendous hidden investment necessary to provide electric service. Mr. Lee tells the story in an effective manner at Fall River.

The conduct of public utilities in these unsettled times requires a firm courage and high ideals of service. These must not be held secretly: they must be modestly but clearly stated and lived. The majority of Americans are honest and fair. Also, the majority are always in eager, restless search of novelty. No greater philosopher and cynic ever lived than Barnum, who said that folk like to be humbugged and to prove it sold tickets for ten cents a head which admitted the payees to a roofless tent from which to view an eclipse. Politicians who put across municipal ownership ventures have something of Barnum's knack. They induce the public to pay a head-tax for a thing which is already available.

We must meet conditions as we find them. We cannot hide our heads, ostrich-wise. We get nowhere by proving that the conditions are absurd or unjust. We have got to fight the devil with fire and the publicist with publicity. That is why good-will advertising is today an essential to utilities—not some of the time in certain localities and to meet specific conditions, but all of the time, everywhere, to meet a general condition that exists today throughout the entire United States.

Government Bulletin on Electric Furnaces

A government publication that should prove of interest to central station power men is bulletin 77, "The Electric Furnace in Metallurgical Work," by D. A. Lyon, R. M. Keeney and J. F. Cullen.

Cooperating With Real Estate Promoters

Several real estate companies in Springfield, Mo., united in promoting the sale of land in a new addition well outside the territory served by the electric company. Before the lots had been laid off and before prices had been established, says the *Electrical World*, S. R. Gallagher, new business manager of the Springfield Gas & Electric Company, met the real estate men and persuaded them that the lots would sell more easily if electric lines were already up and waiting connection to the residences-to-be. The promoters understood that they could not expect the electric company to build lines into empty fields, but they also saw that if lines were built with their money, the cost could be added to the price of the lots. Accordingly, lines for which real estate men paid \$675 were built; the electric company now owns them, and there is entire satisfaction on both sides.

Employees Share Baltimore Profits

A plan of participation by employees in stock investment in the Consolidated Gas, Electric Light & Power Company of Baltimore, has been taken advantage of by 233 men and women. The dividend this year has been increased from six to seven per cent. In a recent statement to the employees, President J. E. Aldred said, "The measure of success attending this plan is not to be weighed entirely in dollars and cents, but also by the spirit on the part of all to get together."

Radiator Sale A Success

IN line with its established policy of offering each month a standard guaranteed appliance at a bargain price, the Philadelphia Electric Company centred upon the General Electric twin glow radiator in November and sold 271. Of this number, various electrical dealers sold 41, buying them through the company's supply department, and 65 were

\$5.00



ELECTRIC RADIATOR

THIS Electric Radiator is our November offer of a standard, guaranteed electrical device at a bargain price. It is especially designed for cold corners, for removing the chilliness so often encountered in the early morning or at night in the bathroom, bedroom or dining-room, and as a general auxiliary heater.

It throws out heat as soon as the switch is turned; requires no watching or attention; neither throws out the products of combustion nor consumes the oxygen in the apartment where it is used; is absolutely clean and safe, and for this reason is particularly recommended for use where there are small children and in the sick-room.

Orders for this radiator may be sent direct to the Electric Shop at Tenth and Chestnut Streets, to any of our District Offices or turned in at any of the following locations:

Herman Eckstein, 1741 Sanson Street	Quaker City Engineering Co., 308 N. 15th Street
William H. Hopkins Co., 904 Chestnut Street	H. E. Scherist, Lippincott Building
W. P. Walter's Sons, 1233 Market Street	E. A. Lee, 1716 Sanson Street
Boes & Faber Co., 2008 N. Front Street	Rias Nussbaum & Bro., 1520 Sanson Street
William Hoyle, 452 N. 60th Street	Central Electric Co., 13 N. 15th Street
Albert Gentel, Inc., 1503 Columbia Avenue	J. F. Buchanan & Co., 1719 Chestnut Street

THE PHILADELPHIA ELECTRIC COMPANY

mail orders. In addition, the department stores, especially Wanamaker's, sold a considerable number by taking advantage of the company's campaign and displaying radiators prominently during the month.

The advertising consisted of a very plain post card, enclosed with residence bills, and two modest newspaper ads—one of six inches double column and the other nine inches single column. In both the newspaper ads were listed the names and addresses of dealers who cooperate with the company in these special sales.

Alexander Joins S. E. D.

Harry W. Alexander resigned his position as sales and publicity manager of the Federal Light & Traction Company, New York, and on January 1st became manager of the editorial and advertising section of the Society for Electrical Development. He is particularly fitted for the duties of this position by successful newspaper experience, as well as working knowledge of operating, construction and sales departments of electric lighting and railway companies.

Mr. Alexander will take to his new work the good wishes and active cooperation of a host of friends throughout the country.

A Wireless House Wiring Campaign

How The Lockport Light Company Won Over A Hundred New Customers
by Using Panel Boards as the Entering Wedge

OF all the business adages of value, this is the best:—"Put yourself in the other fellow's shoes."

The man who, either through the exercise of God-given imagination or through personal experience, can get the other man's point of view, is thereby enabled to shape his policies to meet actual conditions, not vague theories. And plans which are shaped to meet actual conditions are invariably successful. The other kind are more or less successful—sometimes. The panel board campaign of the Lockport Light, Heat & Power Company is a case in point.

F. M. Houston, commercial manager of that company, was compelled to rent an unwired house. The landlord would listen to no arguments in the matter: he simply would not make the investment for wiring. And Houston, who is like every other renter the country over, would not make the investment either, simply to improve another man's property. It was out of this condition that the idea for the panel board was evolved—as a compromise measure to secure service without spending the money for wiring.

The panel as designed was 12 inches by 24 inches, with meter, fuse block, three outlets and a lamp bracket. The board, which was of hard wood polished and varnished, cost 50 cents; the electrical equipment cost \$4.33; altogether a \$4.83 total.

After the board was installed it occurred to Mr. Houston that there were undoubtedly many others in the same situation he had been in—many others whose only reason for not using or trying service was the cost of wiring. Some, like himself, knew the desirability of electricity, but probably had good reason for not making the investment: others hesitated to make the investment before actually knowing by personal experience that the advertised advantages of service were worth the money. And when you come to think of it, it is a good deal like buying a pig in a poke, to spend the best part of a hundred dollars just for the privilege of finding out that electric service is what the men in the business claim it is.

The result of this line of thought was a determination to start a wireless house wiring campaign—one by which electric service would be available in unwired houses at practically no expense whatever.

The proposition decided upon was this: to install the panel board complete with lamp bracket, two attachment plugs, electric iron and mazda lamp. No initial payment was required, but fifty cents a month was added to the bills for twelve months, at the end of which period the outfit, excepting meter, became the customer's property.

"We started the campaign late in October with two large newspaper ads, which were followed by a number of smaller ones," says Mr. Houston in describing the plan. "This was practically all the effort that was made, as we were handicapped by sickness all through the month of November and the crippled

selling force was doing its best to hold up the sales of gas appliances. We received a few telephone calls, which were followed up by outside solicitors, but the great majority of boards were sold right in the office.

"At the present time (December 15th) we have sold 110 panels, seventy of

TRY ELECTRICITY WITHOUT WIRING COST

Here is a wonderful plan by which you may enjoy the comforts of electricity for lighting and doing the household tasks. It puts electricity at your service immediately without cost.

A handsome panel board containing all the elements of a complete house-wiring installation. It has switch, meter, lamp bracket and two attachment plugs; also an electric iron, all mounted compactly on a well-finished hardwood back.

The lamp bracket will furnish light for one room, and the attachment plugs can be used for an electric iron, vacuum cleaner, or any of the wonderful electric appliances.

On receipt of your application, we will install this panel complete—do all necessary wiring and run our service to your house. In addition, we will deliver that greatest of home comforts—

AN ELECTRIC IRON!

Thus you have electricity as your servant—willing, untiring, cheap, and have not spent one cent for installation.

You pay us fifty cents per month for one year, in addition to your monthly bill. At the end of that time, panel and iron becomes your property.

Write or call us on the phone and begin a new era of housekeeping. Phones: 303 303 303 303

Lockport Light, Heat & Power Co.

Pictorial details of Lockport panel board campaign. Upper right; service entrance. Lower left; the panel board and electrical equipment installed. Upper left; window display and card explaining the proposition. Lower right; one of the two large newspaper ads that sold 110 outfits.

which were sold for cash and forty on time. The latter part of November, we put on a special sale of electric appliances and fully 75 per cent of the owners of panel boards made purchases. The appliances which were most in demand were toasters, toaster stoves and percolators. We have also sold three vacuum cleaners to owners of panel boards.

"That the panel board is fulfilling its mission is best illustrated by the following:—About two weeks ago, a man who was a complete stranger to me, came into my office and said to me, 'Well, I put one over on the old woman all right.' Naturally, I was somewhat surprised and asked how. This is the story he told me: 'For the past three years, I have been trying to get the old woman to let me wire the house, but she did not have any use for electricity, so when I read in the papers about them there panel boards, I says to myself, I'll just put one of them things in and see what she says. So I did and she was so tickled with the iron that last night she allowed as how we had better get the house wired in the spring.'

"It is a little early to give any results of the installation, but I am convinced from my personal observation that at the very least, three-quarters of the panel boards will be replaced in the spring by permanent wiring installations? In the meantime, we have gained 110 new con-

stallation of these boards is made on a temporary permit, although the inspector personally visits and inspects each one. To meet the requirements calling for an iron conduit service entrance, the following clause is made a part of the lease under which the panel boards are sold: "It is distinctly understood that in case premises are wired permanently, wiring will be done in accordance with the rules and regulations of the company."

The panel board is placed either in the dining-room or kitchen as near the entrance of the service wires as possible, and while it is impressed on customers that no further wiring is to be installed, the natural result is that drop lights will be connected, which will be an added incentive to the early permanent wiring of the house.

The assembling of the panel boards was done by a local electrical contractor, and the average cost of the first twenty installed was as follows:

Board, complete	\$2.00
Iron	1.78
Labor installing	.75
Cartage	.10
Material	.60

Total.....\$5.23

The present plan of installing the panel boards is being carried on through the month of December, after which a follow-up campaign will be started to secure the permanent wiring of the houses. In this connection the company has incorporated in its agreement with the purchasers of panel boards a clause allowing a credit of \$4.00 for the return of the boards when a contract for wiring of the house is signed.

Note: Later reports of the panel board campaign state that sales are being made at the rate of 16 a week.

Breaking Records in Sign Sales

IN the month of November, 1914, the Toledo Railways & Light Company connected to circuit a greater wattage in electric signs than the total connected sign load prior to the establishment of the present new business department. The figures are 18,000 watts connected in November as against 16,000 in service at the time the Doherty interests took charge.

On January 1st, 1914, Mr. A. K. Young the aggressive new business manager, made the announcement that the department's quota of signs would be one a day, every business day through the year. This average was held for over half the year, but depression due to the war prevented its being maintained. The great total gained in November is pretty conclusive evidence that the sign-a-day record could have been made but for unprecedented conditions. It must be remembered also that during this year the Toledo company has broken records in power sales and in the sales of appliances, besides suffering greatly from a franchise fight that lasted several months.

Charity Appeal in Appliance Sale

A CLEVER twist was given to the Christmas appliance sale of the Trinidad Electric Transmission, Railway & Gas Company, through the company's offer to contribute 25 cents to charity for each electric appliance purchased during the three last weeks of December.

The plan was announced in the three-column, 10-inch newspaper advertise-

Help Some Local Charity Organization by Making It An Electrical Christmas

FROM NOW UNTIL CHRISTMAS WILL BE ONE BIG ELECTRICAL SHOW. ALL OF THE MODERN ELECTRIC HOME WORKERS ARE ON DISPLAY AT THE TRINIDAD GAS & ELECTRIC SUPPLY COMPANY AND THE ELECTRICAL SHOP. IT WILL BE A YEAR FOR ELECTRICAL CHRISTMAS GIFTS. THE APPLIANCES ARE ALL BETTER THIS YEAR—MORE EFFICIENT AND MORE ECONOMICAL. IN FACT ELECTRICAL APPLIANCES ARE PRACTICAL, USEFUL AND SPARKLING AND MAKE THE IDEAL CHRISTMAS GIFT.

25 Cents Goes to Charity With Each Appliance Sale

FINALLY YOU ARE GOING TO BUY SOME CHRISTMAS PRESENTS—YOUR FRIENDS ALSO WILL BUY YULETIDE GIFTS. WHY NOT MAKE SOME OF THESE GIFTS ELECTRICAL AND THEREBY HELP SOME NEEDY ORGANIZATION TO A MERRY CHRISTMAS AND A MORE PROSPEROUS NEW YEAR. FOR EVERY ELECTRICAL APPLIANCE PURCHASED OVER 500 WATTS PURCHASED FROM THE TRINIDAD GAS & ELECTRIC SUPPLY COMPANY OR THE ELECTRICAL SHOP COMPANY OUR COMPANY WILL DONATE 25 CENTS TO CHARITY. AND THOSE WHO BUY THE APPLIANCES WILL DECIDE AT WHAT PLACE THE FUND IS TO GO. AS AN EXAMPLE IF YOU PURCHASE AN APPLIANCE PURCHASE 500 WATTS SUCH AS A PERCOLATOR, YOU WILL BE ENTITLED TO 25 CENTS—A TOASTER STOVE, PURCHASING 600 WATTS WOULD ENTITLE YOU TO 50 CENTS AND SO ON. YOU MAY GIVE YOUR VOTES FOR ANY LOCAL CHARITY ORGANIZATION WITHIN THE CITY OF TRINIDAD.

ASK YOUR DEALER FOR WATTAGE OF APPLIANCE SOLD.

Send this coupon to
THE TRINIDAD ELECTRIC TRANSMISSION, RAILWAY AND GAS CO.
when you make an electrical purchase.
Purchased from
Article
Watts
I vote for
to receive the ELECTRICAL LIGHT COMPANY'S RELIEF FUND.
Name.....

Electric Christmas Gifts at Low Prices

ALL OF THE ELECTRICAL GIFTS THIS YEAR ARE SELLING AT VERY ATTRACTIVE PRICES. WATCH THIS SPACE EVERY DAY FOR A LIST OF THE MANY BEAUTIFUL ELECTRICAL CHRISTMAS GIFTS.
COUPON AND AN ANNOUNCEMENT OF THE VOTE WILL APPEAR IN THIS PAPER ON DECEMBER 30. APPLIANCE SALES BEGINS 10-00 FOR CHARITY. LET'S MAKE IT 300 OR MORE.
ALTOGETHER FOR AN ELECTRICAL CHRISTMAS AND A TINY LITTLE CHARITY FUND.

THE TRINIDAD ELECTRIC TRANSMISSION, RAILWAY AND GAS COMPANY

"The Public is entitled to courteous treatment and to the best possible service."

This idea can be used anywhere and at any time that the public mind is directed toward charitable appeals.

ment here reproduced, which appeared on December 7th. For each appliance purchased which consumed 300 watts or over, 25 cents was added to a Christmas charity fund. To decide which of the several local charities should receive the fund, a voting contest was combined with the schemes, each watt of current consumption counting as a "vote." Thus a percolator rated at 380 watts counted 380 "votes" for whatever charity the purchaser favored; a toaster stove rated at 600 watts was counted as 600 "votes," etc. The appliances could be purchased at either of the two local supply houses, which made the offer appear what it actually was—a bona fide contribution to charity.

Sidney J. Ballinger, advertising man of the Trinidad company, is responsible for the working out of this proposition.

Central Stations Compete with Railroads

Artificial ice-making by electricity is being developed in several centres which formerly depended upon nature for their supplies, by the simple expedient of figuring freight rates against current. With the natural sources of ice being constantly pushed further away while the consumption increases, ice-making by electricity is the cheapest means of supply.

Just Try It!

We have removed the last excuse for doing without that greatest of home servants

Electricity!

The Panel Board gives you electric service at once without original cost and with only fifty cents a month in addition to your monthly bill for one year. An Electric Iron goes with the Panel Board, FREE!

Lockport Light, Heat & Power Co.

One of the small ads used in the panel board campaign.

sumers and have 110 irons, 110 lamps and many other appliances added to our day load."

The panel board is not a new idea; in fact, there are on the market several combinations similar in design or intent which have been used with some success. The moral of the Lockport campaign is that the commercial manager cashed in on his personal experience, and by applying his ability to get the customer's viewpoint was enabled to make a notable success for his company.

A point of vital interest is the manner of handling the inspection of these installations. Obviously, the construction, as shown in the pictures, does not come up to the underwriters' requirements. This, for a time, threatened to eliminate the plan, but through the friendly co-operation of the local inspector the in-

The Tread-Water Manager

More About the Gentle Art of Getting By and How the Habit Hobbles Salesmen and the Men Behind

By EARL E. WHITEHORNE

I'M going to tell you something here that everybody knows. That is, to say; there isn't a manufacturer who sells to central stations or gas companies who does not know it, nor any manufacturer's salesman. And the men in Wall Street, in the operating companies know it—because I've heard 'em talk and curse about it. And hundreds of the no-surrender managers, they know about it. And some of these tread-water managers themselves admit it.

But have you realized what it indicates?

Last summer when the Kaiser went to war and old General Excitement blew the cover off of everything, you'll remember, it hit the public service industry below the belt. Not that anybody thought of quitting using gas or electric current: business kept up pretty much the same. But bonds could not be sold in Wall Street, nor anywhere else, and that meant that the money needed everywhere continually for improvements and extensions, was quite out of reach. There wasn't any.

So, because they couldn't help it, every operating company sent out orders, north, east, south and west, to big and little gas plants, to power stations and street railways everywhere, telling them to hold up on spending money. All construction work was stopped, and little cans were tied to engineers so fast that they've been thick as fleas on sheep, in New York, ever since.

"You must retrench," the orders read. "Save every cent. Hold up your payments on accounts you owe. Collect your money as fast as possible and send it on to us. Shut down the lid and paint it the color of the atmosphere, and then sit somewhere else and fool 'em."

And every manager was obliged to do what he was told. There seemed to be two ways of doing it, however.

It was discouraging enough to the managers to have the chairs pulled out from under 'em this way. They had their plans all worked out for engineering work, line extension and replacement, autumn selling campaigns and the rest. It isn't pleasant. It makes you sore. You feel like saying "What's the use?" and sulking for awhile. And that's exactly what's been taking place in many hundred central stations since last August.

The orders came.

The manager read the letter from the Big Boss and made a sour face.

Then he got up on his legs and walked the floor and reared and pitched and cursed and called on Heaven to witness the injustice of such interference.

And then he stopped the work and fired the crew, and kissed some engineers good-bye, and cut off all the salesmen, and notified the force that salaries were reduced. And then he shut his private office door, and stopped the clock and sank down in his chair and put his feet upon the desk and chewed a match. And when that match was gone, he spat it out and chewed another.

And some of them are chewing yet.

BUT what about the other kind, the managers who took the situation differently? They were just as much disgusted with the panic orders, and they hated just as hard to stop the work and drop the plans that promised such good progress through the season. But they couldn't help it. And they took their medicine like men, but they didn't get the sulks and send out invitations to the spiders. They recognized the difference between retrenchment and surrender. So, instead of idly treading water, "did their damndest where they were."

What did they do?

They called the force together and they read the joy-killing letter from headquarters. And they said, "Now, boys and girls, they've gone and tied one hand behind our backs, but we're going to show 'em pretty soon that we're the greatest little bunch of one-armed experts in captivity. We're going to do the things we can do, and we're going to make a record doing it," and more to that effect.

Then they went to work to get business without spending money. And they found it could be done.

They sent for manufacturers of current-consuming apparatus and said, "The safe is locked and the key's thrown down the well. But we're alive and eager. Tell us how to sell your goods without its costing money for investment." And they got together on cooperative campaigns that worked.

They said to their own salesmen, "Boys, there's business everywhere. You know it. We're just going to specialize on winning sales that will not cost a copper cent. Incidentally, we're going to show New York that it doesn't save a dollar to let a salesman go—that a salesman is a constant source of good cash profit."

And they won out.

There you have the two varieties of central station managers. Which is serving his employer best?—the tread-water kind who, when he gets a jolt, sags down and sings a dirge, or the no-surrender man?

OF course, the man who has grown to be the manager of a utility, the boss of a gas or electric company, is supposed to be a man of parts. The people who own that company have picked him out to be the skipper of their enterprise. They have actually handed him their precious money to take care of and earn income with. He has won their confidence. They believe in him.

The manager is a man of parts. Or else if he is not now, he has been one, and is getting by on the strength of what he actually achieved in the days when he made his reputation. But did it ever occur to you that managers, like underlings, are often smitten with the habit of just getting by?

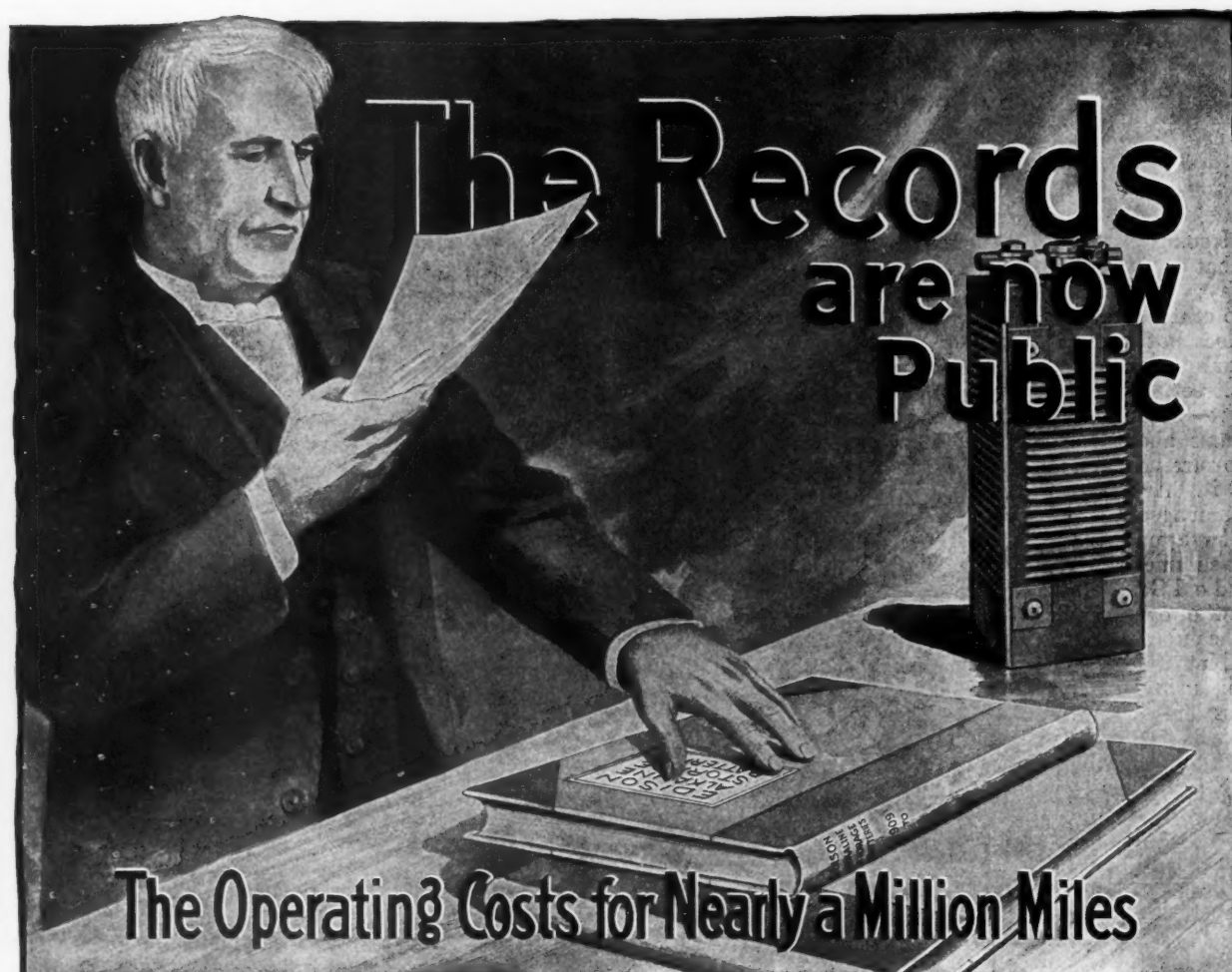
And the man who heads the sales department, he's supposed to be a man of parts. He's been a salesman probably, who by his work has led the bunch to such effect that he has been promoted to rule over them, and train them to be just as good producers as he was himself. To him has been entrusted the sales opportunity, the market, the most valuable asset that the company possesses.

This commercial manager must be a man of parts also. He has been or he wouldn't have the job. But is he always just as keen as ever, or is he sometimes getting by because he manages to make his situation carry him along?

The manager who, when the retrench order comes to blight his plans, just lies down cold and sulks, and never tries to turn a profit in some other way by concentrating on the things he can do, deserves to lose his job. He may not, but he ought to, never mind how good he is at getting by. The orders are "retrench," not sacrifice. The Big Boss says, "Don't spend money!" He doesn't authorize the local man not to strive to make what profits he can.

And the man who heads the sales department, when such things are happening, has an obligation all his own. He has no right to stand by weakly while the market opportunity is totally abandoned by the short-sighted action of his chief. He may not walk the plank. He may retain his job, the while, and spend the months just getting by, but if the manager has not perceived the proper course, and he has never shown the way and fought for it, on his head rests the responsibility.

Usually, we find, in cases such as this, when men show weakness in emergency and go to treading water, that down behind it lies the seed core of a habit. And this habit is the practice of evading their responsibility—in little things most



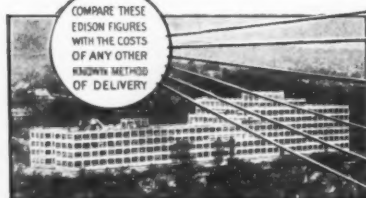
The Records are now Public

The Operating Costs for Nearly a Million Miles

I CLAIMED that the New Alkaline Storage Battery would make the Electric Vehicle the cheapest means of Street Transportation, but I had only my private tests to satisfy me. Today thousands of Edison Batteries in thousands of Trucks and Delivery Wagons are making Operating Records that are easily investigated by all. After the four or five years of hard service that many of these vehicles have had, is it possible to deny that my claim is proved?

Thomas A. Edison

HERE IS ONE RECORD—A REPORT—ON
22 FIVE-YEAR-OLD EDISON BATTERIES



Write for Bulletins on the use of Edison Batteries for Lighting Country Houses, Ignition and Lighting of Gasoline Cars, Yacht Lighting, Railway Train Lighting and Signaling, Telephone, Telegraph and Wireless and High-priced or Low-priced Passenger Electric.

Edison Storage Battery Company

Orange, New Jersey

Distributors in: New York Chicago Boston Cleveland Washington
San Francisco Los Angeles Portland, Oregon Seattle

ADAMS EXPRESS COMPANY

242 WEST 47TH STREET

MOTOR VEHICLE DEPARTMENT
GEORGE STEVENS
SUPERINTENDENT

NEW YORK December 7th 1914

Edison Storage Battery Company,
Orange, N. J.

Attention of
R. A. Bachman,
V.P. & Genl Mgr.

Gentlemen:-

Thank you for consenting to extend from five to six years the conditions of your guarantee regarding renewal of positive plates.

The average operating cost per battery per month of the twenty-two trucks at Indianapolis, equipped with Edison Batteries in November 1909 and averaging about 660 miles per month, is as follows:-

YEAR	BATTERY MAINTENANCE (Refilling, new solution, watering, cleaning, all repairs, inspection, etc.)		CURRENT (Purchased by meter)	TOTAL
	Material	Labor		
1910	\$3.47	\$4.10	\$10.05	\$17.62
1911	3.41	4.10	8.93	16.44
1912	3.41	4.10	9.90	17.41
1913	2.86	4.10	8.17	15.13
1914 (to Oct. 31)	3.11	4.10	9.50	16.17

The average total operating cost per battery per month was, therefore, \$16.55 for a period of five years. In this time the average mileage per truck was about 40,000, which reduces the operating cost to \$.025 per mile. The batteries are still in service.

Yours very truly,

Superintendent

OS:RHW

often—and developing proclivities for resting in the shade. They're students of the gentle art of getting by, of doing just enough to hold the job and make a show of busy-ness.

Of course, there are many managers and heads of sales departments, just as there are salesmen and employees of all other kinds, who are practically unconscious that they're merely getting by.

But that does not relieve them of responsibility. Take the manager, for instance, who is engineer by training and by preference, and who operates his station most efficiently but gives almost no time or thought to public sentiment or market increase. As a superintendent, as an engineer, he may be successful; but as a *manager*, as a trustee for the stockholders, as the man who makes the investment pay, he is only getting by.

Again, the general manager who leaves commercial matters wholly to his manager of sales and never puts his personal effort and abilities to the winning of more business and prosperity, he's merely getting by.

Just so the manager who feels himself too good, or yet too busy, to co-mingle with the public, and make friends and be a useful citizen and recognized as such, he is really only getting by, for after all, his salary is paid him for the *best* that he can do.

And the sales department head, who takes things easy just because his general manager is easy, or who fails to stimulate and sustain an eager effort in his men because it calls for actual effort for himself, or who deftly sidesteps active civic work because it calls for evenings away from home, or who does one or more of a dozen other things that in his heart he knows he *ought* to do since he is there to do his best,—this man is also only getting by.

It's easy for a man to get the habit. It starts insidiously by a little shift of mental attitude, when he begins to measure his obligations by what his boss expects of him, and not by what his own inherent moral standard tells him clear and strong. And by his boss, I mean his situation and his opportunity.

A naturally weak-backed shirker will begin by giving no more than his immediate employer demands in daily work. A bigger man will persevere until advancement and authority provide the opportunity and prompt the luxury of loafing. Or it may wait longer till a man becomes a general manager and freedom and prosperity provoke indulgence. But ever it has birth in the point o' view that discounts obligation for a bit of ease and fancied independence.

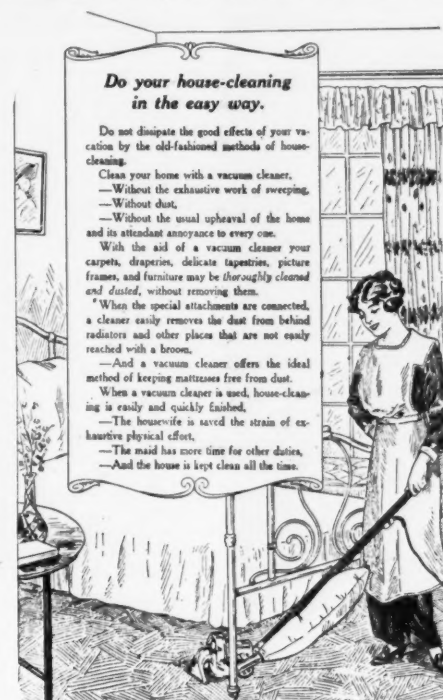
And then begins this little game of flirting with the hook worm, that finally emasculates a good, strong man until he's landed in the tread-water class, just one stage from the end. For when a man gives up the ghost of his working spirit because a "retrench" order interferes with well-formed plans, he makes himself conspicuous. And sooner or later, the man-behind will see—and act,

110 Cleaners Monthly for 10 Months

Public Service Electric Company of New Jersey Holds High Average in Cleaner Sales Through Year

THERE has long been an idea in vogue that electric cleaners have a "season," like Christmas tree decorations or desk fans. Somebody conceived the notion that, since the old-fashioned housecleaning occurred in the spring, no other time was opportune for electric cleaner sales.

Of course, this is a mistake. Last month *Electrical Merchandise* noted a sale of 75 cleaners made in October by a company having but 5,000 residence customers.



A page from effective Magic leaflet used by Public Service Electric Company.

In December, a year ago, 27 cleaners were sold by the Philadelphia Electric Company in the normal course of business. A number of special cleaner campaigns last fall resulted in sales of from 50 to 300 within thirty-day periods. There is plenty more evidence to prove that while the demand for these household necessities normally rises in the months of April and May, a satisfactory sales average may be maintained throughout the year by a company which adopts a steadfast policy and refuses to allow itself to be influenced by more or less imaginary seasonal conditions.

The experience during the past ten months of the Public Service Electric Company of New Jersey, emphasizes this truth.

Previous to April first, the company organized a regular department of electric cleaning covering all its territory. Men were employed strictly on a commission basis by the various agents, or district managers. The commission was 10 per cent.

As soon as the organization was ready, a single piece of advertising was prepared and mailed in such quantities as to permit of personal follow-up while the proposition was warm. This advertising did not offer any special price or bonus: it was restricted to a simple and thorough exposition of the advantages of electric suction cleaning. The only inducement was a deferred payment offer of 10 per cent down and 10 per cent monthly. Five models of three different makes of machine were listed—the Magic being the leader.

As soon as the advertising was mailed, the salesman followed at once and endeavored to make an appointment for demonstration. Where successful, the machine was delivered by wagon the following day and the demonstration completed. If the sale was not made, the machine was taken away at once: if the order was secured, the machine was left in service. Thus, each machine sold was known to be in satisfactory working condition—there was none of the trouble which so often follows when a special demonstration machine is used by the salesman and delivery made from stock. Of course, in certain cases, the salesmen preferred to deliver the machines for demonstration personally rather than wait for the wagon, but as a rule, the regular system was adhered to.

During the first 49 working days (which included eight Saturdays, making actually 45 full working days), eight sales a day were made. This was during the "season" when, if ever, these appliances can readily be sold. From the first of June, the sales fell off somewhat, and the number of men working was reduced. However, for the eight-months' period ending December 1st, the average was so well maintained that 880 machines were disposed of, giving a grand average of 110 machines monthly and an "off-season" average of 73 a month from June through summer, fall and early winter. And this average, it must be remembered, was not maintained by any price inducement or special drive, but was the result of consistent, steady "plugging" along conservative merchandising lines.

Clever Electrical Slogan

The use of an apt slogan to drive home an advertising idea is one of the most effective tricks of the ad-man's trade. Bayard W. Mendenhall, commercial agent of the Utah Light & Traction Company of Salt Lake City, evolved such a slogan that proved particularly effective. In a window trim showing a typical living room with a complete electrical equipment, he included a motto over the mantel-shelf—

"There is no place like an Electrical Home."

It was mounted in an old-fashioned frame with crossed corners like those which hung on the walls of our grandmother's "best room" and created much comment.

Strong Appeal to Commercial Men

"It can be truly said that the biggest brains of the electrical industry—your boss included—are keeping the National Electric Light Association going for the sake of you and your fellow employees. Don't forget that!"

That is the best argument that has been made in behalf of personal membership in the Commercial Section. It appears in a recent letter from John G. Learned, chairman of the Section's membership committee, and indicates that appeal for members this year will be based upon sound common sense rather than the hurrah-boys methods of other days.

Rate Reductions in Salt Lake

The Utah Light & Traction Company and the Salt Lake City Commission reached a franchise agreement whereby substantial reductions in rates are made amounting to as much as 20 per cent in some cases, the minimum reduction being 10 per cent and the average, about 12 per cent.

The company agrees to furnish four ampere luminous arcs at not to exceed \$4.75 per lamp per month. The base rate for incandescent lighting is reduced from 10 cents to 9 cents per kwh. and a minimum charge of \$1.00 per month is provided. If business shall so increase as to materially reduce the cost of produc-

ing energy, the city and company agree to appoint an arbitration committee with authority to determine reasonable rates.

It is estimated that the concessions granted are worth approximately \$27,000 per year to the city and more than \$100,000 per year to private consumers.

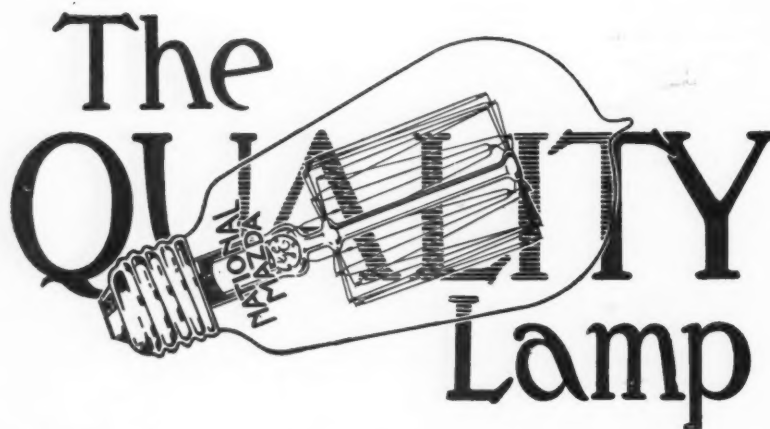
File This Away for Use Next Year

One of the clever catch-phrases originated for this Christmas season, and used by the Brooklyn Edison Company very widely was:—"Let the children light the tree—electrically."

This gives a new twist to an old argument. Painting the dangers of Christmas candles was at best a poor way to advocate the safe electrical decorations. But to suggest the children's pleasure in being able to light the tree themselves by the simple turn of a button, not only conveys the "safety first" thought forcibly, but gives an entirely new impulse to those who are wavering on the borderland of buying.

200 Electric Irons in a Day

IN Elmira, New York, which has only 37,000 population, the commercial department of the Water, Light & Railroad Company sold 753 electric irons between June 1st and November 24th, 1914. That is at the rate of over five irons a day, every working day. On November 24th, a one-day sale was run, the details of which are fully set forth in



WHEN you take a customer's money in exchange for a lamp *you* are the one he holds responsible for its quality. The reputation of your house will profit or suffer in degree according to the kind of service that lamp will give. When, therefore, you place your name back of National MAZDA lamps, you are perfectly justified in demanding an assurance of their high quality.



NATIONAL MAZDA

THE QUALITY LAMP

National MAZDA lamp quality is founded on the technical knowledge of experts. National MAZDA lamps are the culmination of years of effort on the part of the Research and Development Laboratories of the General Electric Company at Schenectady and Cleveland—laboratories, that have access to every improvement produced in other leading laboratories of the world.

But just as important as this basis of National Quality is the maintenance of that quality by careful methods of manufacture, by a rigid inspection of all raw materials, by a constant testing of product and by a vigilant look-out for improvements that will still further raise the standard of quality.


From factory to socket National MAZDA lamps mean satisfaction.

NATIONAL LAMP WORKS

OF GENERAL ELECTRIC CO.
NELA PARK, CLEVELAND

Member Society for Electrical Development—"DO IT ELECTRICALLY"



TOMORROW IS THE DAY

Bring any old FLATIRON,
Broken, rusted, off the scrap-heap.
Bring \$1.48 with it
And carry away with you
The latest, best General Electric Co.

ELECTRIC IRON

Just Think of It—For \$1.48

TOMORROW ONLY

Never before were you offered a \$3.50 iron for \$1.48. Probably never will you be again.

The Market is Quiet; The Maker's Must Move Them. Take Advantage of the War!

Elmira Water, Light & R. R. Co.

COMMERCIAL DEPT.

WULFERT BUILDING

the accompanying reproduced newspaper ad. The result was 220 irons sold for cash that day, making a total of almost one thousand irons within six months.

It is a notable fact that of the 220 old irons turned in for exchange, only ten were electric and these gave evidence of being at least five years old. In commenting upon the results features of this special sale, A. B. Hitzel, commercial manager of the company, says, "Apparently there is no saturation point for electric irons."

How and Why You Should Buy a Baby Bond

Some Straight-From-The-Shoulder Facts and Figures That Should Persuade You to Boom Your Own Industry

HOLTON H. SCOTT, president of the National Electric Light Association, recently said, "The inability of the smaller companies to finance extensions is one of the great obstacles in the growth of the electrical business. And again, "Our consumers do not realize that for every dollar of increased revenue, it is necessary for the central station to spend five dollars or even more for capital expenditure when averaged over a period of years."

These two facts summarize the arguments in favor of every man in the industry appointing himself a committee of one to spread the gospel of central station investment. So long as the small companies have to reach into the big money centres for capital, it will be hard and expensive to secure, for the cost of floating a small bond issue is as great, almost, as the cost of floating a large issue. Either the small stations must combine into holding companies, or they must find investors near at hand.

And so long as the public is ignorant of the cost of rendering service—that is, the cost of being in readiness to serve—that long will the local small investor or money-saver fail to realize that participation in the utility is an opportunity which he should grasp for his own profit.

The following short articles contain facts and figures that will tell every reader of this magazine why he and his friends, relatives, acquaintances and customers should buy electric bonds and shares. Every man with a hundred dollars is a prospective helper of the cause, a prospective participant in the stanch prosperity of the industry.

What is Your Competency

THERE are three ways known to the average man to acquire money honestly—by inheriting it, by working for it, and by gambling.

But there is a fourth way, known to the exceptional man. The exceptional man knows his probability of inheritance, knows the improbability of the "lucky stroke" and knows that the years of productive labor and the rewards of labor are both too few. But he knows another thing, which is that money works incessantly, and that every dollar he puts to work will do its sure part in building up the competency upon which he looks for independence after he has passed his maximum of personal efficiency.

So that is what is meant by the word competency—money at work.

It is a true saying that it takes money to make money. The man on a salary seldom realizes that behind the pay-roll of whoever employs him, there must be

an investment of hundreds, perhaps thousands of dollars. Behind the news-boy shouting his extras on the corner is the immense investment in printing presses, news gathering organization, telegraph companies, paper mills, engraving and plate-making plants, advertising agencies. Behind the solicitor of the central station is the tremendous investment in power house, boilers, generators, switch board, pole lines, transformers, meters. If this investment were not made, he would have no job.

A million dollars a day, Sundays and holidays included, is a conservative estimate of the amount of new capital required to keep the central station industry going. This money is used for the constant expansion which cannot be prevented and which can only be delayed for short periods and by desperately adverse conditions.

The problem is:—Where is this money coming from? The answer:—From all of us.

When you put money into the bank, it does not stay there. As soon as the bank accumulates a few thousands above the cash required for daily business, it begins to invest. It "puts the money to work"—your money and mine and our neighbors'. And the bank makes a profit—sometimes a very large profit—in the transaction. It pays us two or three or even four per cent for the use of our money, and it turns about and invests this money with others at five or six, or even seven per cent. Remember, it is *our* money that the bank thus uses—*our* money that it invests—*our* money upon which it makes its profits.

Why not have this money working wholly for us? Figure out for a moment the difference between accepting four per cent from the bank and earning six per cent by investment. Here are the figures:—

\$100 with interest compounded annually			
Interest rate	Amt. in 5 yrs.	Amt. in 10 yrs.	
4%	\$121.66	\$148.02	
6%	133.82	179.09	
difference	12.16	31.07	

In other words, your money would earn 56 per cent more for you over a period of five years, or almost 65 per cent more over a period of ten years if you *invest* it instead of *saving* it. It is this kind of margin that makes bank stocks sell at five to ten times their face value. It is this sort of margin that permits the banks to erect marble palaces to do their business in.

Now, suppose you are so lucky (or so frugal) as to have a thousand dollars in the bank. Let it roll up the compound interest for ten years and you will then

have \$1480.24 in your account. But if you buy a 6 per cent electric bond with it and deposit the earnings in the bank (at 4 per cent) you will have at the end of ten years a total of \$1783.51, or \$303.27 more than if you simply put it in the bank.

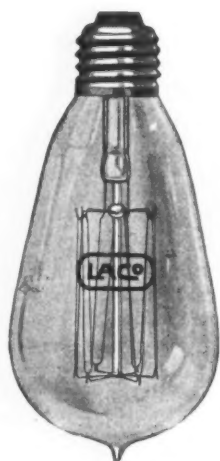
Then there is another feature: Bonds purchased in times like these are "cheap;" that is to say, they have every indication of increasing in selling value. Figuring upon this factor, however, is speculation, and speculation is something which should not be considered in bond buying. Safety should be the most serious consideration, and absolute safety does not often go hand in hand with speculative profits.

The big point to remember is this—money will earn five or six per cent with utter safety. If you place your savings out at a less rate of interest, somebody is making the difference. If the money is in the bank, the banker is making it. If it is with an insurance company, the company is making it. You would not voluntarily work for \$100 a month, would you, when you knew that there were plenty of people ready to pay you \$150 a month for doing the same identical work? Well, that is just about what it means when you *save* money at four per cent interest instead of *investing* it at six per cent.

The Sacred "Investing Class"

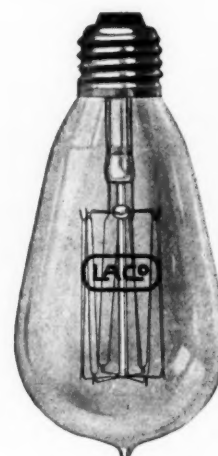
OVER in France the peasants, laborers, artisans, all invest their small savings in securities. The same is true in Holland. The poor of those countries have been taught that it is more profitable for them to buy bonds and stocks upon which the return is five or six, or seven per cent, than to put their money in banks where it pays them only three per cent. Money, no matter where it is placed, only earns about so much—seven per cent is high return, safety considered. If money goes into the savings bank, the owner gets three per cent and the banker gets two or three per cent. So long as bankers could induce the thrifty to pile up money in savings accounts, they (the bankers) used that money and split the earnings fifty-fifty.

With securities offered only in large denominations, investment buying was restricted to the well-to-do. The buying of a bond was something above and beyond the common man. When one reached the heights of bond-buying dignity, one became at once a capitalist, a plutocrat, in the same class with oppressors of labor and fit subject for the rantings of street-corner orators. In short, anyone able to buy a thousand-



Why Delay?

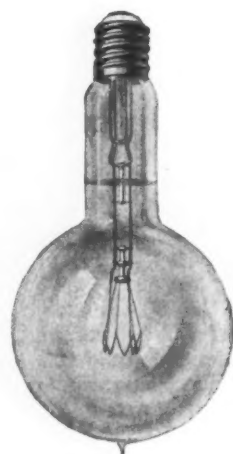
Become a LACO Booster



Your lamp business will become more profitable.

Our Specialties—Laco Projector and Laco Nitro Lamps will develop fixture and contracting departments.

Our representatives are ready to explain our proposition in detail to you.



LACO-PHILIPS COMPANY

131 Hudson Street, N.Y. City

CANADIAN REPRESENTATIVES

CANADIAN
LACO-PHILIPS CO., LTD.

Montreal Toronto Winnipeg Vancouver

Laco Lamps Last Longest



dollar bond became a member of the sacred "investing class."

The underlying idea of the buy-a-baby-bond movement is to make plain the fact that almost anyone, from a dynamo wiper up, can become an investor, and that the safe returns which the investor receives on his money is about double that paid by the savings bank. Also, that the electrical industry needs above all things, a huge army of investors—men and women vitally and financially interested in the preservation and up-building of public utilities instead of radically intent upon their destruction.

But this point fails to percolate the brain of the old-line banker. Despite the fact that his machinery of business broke down at the first breath of war—despite the fact that for four months he has been unable to sell a security or keep sold those already marketed—he complains that the buy-a-bond movement is weak because it does not do what he tried to do and failed at doing.

"The weak point of this campaign," writes a prominent Wall Street Man, "is that it reaches the electrical men more than the investing class."

Sacred investing class!

What this country wants—and will shortly have—is a class of thrifty folk in moderate-to-poor circumstances, who own each a share or two of stock, or a baby bond. France is full of such people. Holland has thousands of them. America, where there are millions able and waiting to invest, will lead the world as a security market just as soon as its people learn that their money will earn twice as much when invested as when placed in banks, and when the bankers learn that the "investing class" embraces everybody with health and a job.

Small Capitalists in Germany

THE idea that a man must be rich to participate in bond investment is rudely shaken by the results of the German war loan floated early in October.

Official German advices state that more than half of the total of over a thousand million dollars consisted of subscriptions of less than \$5000 each. While it is true that patriotism induced the purchase of these bonds, the fact must be noted that probably over 500,000 people responded to this appeal when it was made. The old idea that it is useless to talk investment to "the man on the street" is rapidly being proven a foolish and expensive superstition. When Germany needed a billion for war, she went to the common people—and got it.

A Specific Case in Point

AFTER the war panic had subsided was a six per cent note made by a western group of properties serving a population of considerably less than 100,000. The figures submitted by the bankers to prove the solid value of these notes is characteristic of the electric industry and can be paralleled in none other of

anything like equal substantiality. Especially significant are the figures recording the growth of the business:—

	1912	1913	1914
Light Customers	10,947	12,978	14,176
Power Customers	902	1,438	1,728
Horsepower Motor Load	14,473	21,126	23,712
Total Kilowatts	22,501	29,350	32,971

It is announced that the proceeds of these notes are for the payment of floating debt incurred in making extensions and improvements and to provide for future needs of the same character; in other words, the money is being used to take care of the growing business solely—which is what most of the money sought in the central station industry is employed for.



Greenwood's New Western Factory

The Greenwood Advertising Company (Western) is fully settled in its new factory at 1942-44-46 South Main Street, Los Angeles, and reports substantial increases in business. The "shadow pictures," which this company makes under an exclusive patent, are receiving very encouraging patronage from the two coast expositions, while numerous contracts for spectacular displays are in process or recently completed. Already J. E. Tucker, vice-president and general manager of the company is preparing for the next convention of the National Electric Light Association, and promises to show the industry some interesting and beautiful examples of electrical advertising throughout the western territory.

Chattanooga Changes Appliance Policy

The Chattanooga Railway & Light Company has established the policy of selling appliances at usual retail prices, the rule applying to lamps as well as all other electrical merchandise.

The new policy is quite contrary to the previous practice of this company, but it is believed that it will prove much more satisfactory in every way. To quote L. J. Wilhoite, contract agent, "We feel that this is quite a step forward in the broad movement for progressive central station policy."

Free Bread for Electric Toast

THE Pacific Power & Light Company has inaugurated a "better toast campaign," the feature of which is free distribution of bread to purchasers of electric toasters.

An announcement sent with the monthly bills reads:—

"15 loaves of bread free. For a limited period, with the purchase of an electric toaster at the regular price of \$4.00, we will give you free, an order on your grocer or baker for 15 loaves of bread. The order has 15 coupons, each good for one loaf of bread, so you can receive

loaves in such quantities as you may desire."

Arrangements were made with all grocers and bakers to honor the tickets and collect from the company for the bread so distributed. In addition, certain of the bakers and grocers displayed toasters and announcements of the free bread offer; and were empowered to make sales, collect money and issue the bread tickets. They did not, however, deliver the toasters, but gave orders upon the company, which made delivery.

The campaign, strengthened by newspaper advertising and by window displays, made a real hit and resulted in many sales.



"American Beauty"
Electric Iron
 The Best
 By Ironing Board
 Test

**GUARANTEED FOR
 ALL TIME**

[Signature]

American Electrical Heater Company
 1335 WOODWARD AVE.
 DETROIT MICHIGAN U.S.A.
 OLDEST AND LARGEST MAKERS

AMERICAN
 ELECTRIC
 HEAT

The Best Washer backed by the most aggressive sales campaign.

Mr. Central Station Manager
Have you arranged to handle this machine
if not write to department BM 321
for details of our agency plan.

Western Electric Company

Manufacturers of the 8,000,000 "Bell" Telephones

New York	Atlanta	Chicago	Kansas City	San Francisco	Montreal
Buffalo	Richmond	Milwaukee	Omaha	Oakland	Toronto
Philadelphia	Savannah	Indianapolis	Oklahoma City	Los Angeles	Winnipeg
Boston	New Orleans	Detroit	Denver	Salt Lake City	Calgary
Pittsburgh	Houston	Cincinnati	Minneapolis	Seattle	Vancouver
Cleveland	Dallas	St. Louis	St. Paul	Portland	Edmonton
Johannesburg	Sidney	St. Petersburg	Vienna	Buenos Ayres	

EQUIPMENT FOR EVERY ELECTRICAL NEED

ELECTRICAL MERCHANDISE AND SELLING ELECTRICITY

Volume XIV JANUARY, 1915 Number 1

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FRANK B. RAE, Jr., President and Treasurer
JOHN J. CORELL, Secretary

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THE FIGHTING SPIRIT

There is a reason, entirely apart from those which the financial folk recognize, why the gas and electric business holds its own in the face of depressions. That reason is the spirit which animates the commercial men of the intertwined industries. Because it is our business continually to point toward the many ungrasped opportunities we may appear always to criticise. But sometimes we praise; we sometimes see cases where opportunities are more than realized, where the apparently impossible is accomplished. For example:—

"The commercial department had been campaigning for lighting business, and so much intent upon it, that the sale of ranges was allowed to lag. On the morning of October 26th, at the salesmen's meeting, the commercial manager announced that they were short of the October total for last year by no less than 20 ranges. Six days remained to make the shortage good and save the record from a mark of failure. The men were all of one mind that those 20 ranges *must* be sold.

"So they went to work, all hands determined to clean up enough range business to prevent figures showing red upon the monthly statement. And on the evening of October 31st, just before the office closed, the twentieth range was sold to a consumer who had been induced to call in for a demonstration. Every salesman was on hand. Enthusiasm had run high as, day by day, the orders had been won; and when the goal was reached, it was a personal victory for every man, and every man exulted in the fact."

The above, from the house organ of a large syndicate, tells why gas and electric earnings hold their own in war times, when railway, industrials and other corporation earnings are off from ten to fifty per cent. The financial men—the men behind the industry—do not recognize this truth yet. But they will. And when they do, the men of the commercial departments will come into their own.

THE ART OF MAKING MEN

Few executives look upon business as a human institution: to most, it is rather an abstract matter of figures, materials, processes. Customers are not fellow men, but "accounts." Employees are not associates, but "labor." Rules and regulations leave no room for sympathy or understanding in dealing with the one: system and organization deaden all appreciation and friendliness in dealing with the other.

Marshall Field, known with some bitterness as a hard man, when at the height of his career still had the fine instinct to guide a flustered old lady to the proper counter and see her served. But better, he had the clear discernment to recognize, guide and develop Selfridge, Shedd and Woodcock from cubhood to positions of eminence in the field of merchandising.

This ability to understand humanity—to clarify bewilderment, to strengthen weakness, to stimulate indifference, to galvanize strength—is the mark of true leadership. A famous manufacturer summed up truly when he said, "This company is engaged in the making of incandescent lamps, money and men—and I would rather make men than money."

PRICE CUTTING vs. SPECIAL SALES

Upon the theory that the lower the price, the wider the market, central stations used to sell appliances at cost, aiming to take their profit from the current these appliances consumed. The result was, that instead of there being developed a large and aggressive body of electrical goods merchants, we saw an utter stagnation in appliance sales. A second result was harmful friction and bitter recrimination between the logical electrical merchandisers and the central stations; one side claiming that the appliance business was being ruined and the other, that there had existed no

business worthy of the name to be ruined. Both were right.

Experience has taught the central stations that, on the whole, the policy of selling at cost is fallacious, that the cheap price which carries no profit does not, of itself, sell the goods, but that aggressive merchandising is necessary, no matter what the price. Experience has also taught that aggressive merchandising costs money. So there has been a gradual breaking away from the old no-profit system and a very general adoption of a policy that will both give the central station a margin with which to push sales and give the dealers a margin upon which to live.

Recently it appears that the dealers are not satisfied with this. They would do away with all price inducements whatsoever and insist upon the central stations' price-marking all goods with the arbitrary list prices established by manufacturers. This cannot be done. It is foolish to attempt it. Wholly aside from the fact that price maintenance by agreement is illegal, any policy which runs counter to common mercantile practice is bound to fail.

And the reason is this: Fully a half of the merchandise sold at retail is sold to folk who really do not need the goods they buy. They are impelled to buy through solicitation, or through an inducement. The "bargain" is a time-tried, effective inducement. Unless we are content to sell only the electrical goods which are absolutely needed, we must employ the same forms of stimulation as other merchants use.

1915 BOOSTER HINT

Those who have closely observed tendencies in the electrical industry during the past half-dozen years, have remarked the steady and sound improvement in the contracting business. Men and methods are improving. The business itself is upon a higher and more even plane. The genus "screw-driver electrician" is neither so numerous, nor so mischievous as formerly.

This change has come largely in spite of, rather than through, the cooperation of the central stations. Improvement will very naturally continue, yet it will be more rapid and more satisfactory if the central stations endeavor to help the businesslike contractors in the solution of their problems, rather than set standards to which the contractors must lift themselves by their own boot-straps.

Help the Reporters Help You

Some Practical Suggestions about Company News From the Viewpoint of a Practical Newspaperman

By S. F. MELCHER

THE value of a newspaper reporter, like the value of a central station salesman or a sweatshop piece-worker, is measured in results. A good reporter is one who reports matters of vital interest. In small cities, the matters of most vital interest have to do with local people, local progress, local industries. The central station is one of the big local industries. Hence and wherefore, the reporter who digs up good, interesting items from or about the central station is given credit for doing good work.

If he can get his news from the central station, he appreciates it. If he has to dig up items about the central station, it is but natural to expect those items to be influenced by whomsoever gives him his facts. Logically, then, the more real news he gets from the central station direct, and the less he gets from sources ignorant of or antagonistic to the central station, the better it will be for the corporation. That, boiled down, is the whole theory of favorable publicity.

Few men outside the newspaper business realize what is news and what is not. Puffery and bunk are not news. Happenings of human interest, fires, strikes, tragedies, notable achievements, items

that mark the community's progress and development, are news. In addition, every newspaper must and does print educational items of general interest, popular science, helps to easier or cheaper living, and matters of that sort. They will not wittingly print these, if it appears to be free advertising, for their business depends upon the securing of paid advertising and it is as irrational to expect them to give away space as for a central station to give away current or a street railway to give away rides.

News, to be news, must be new. Nothing is more exasperating to a reporter than to be handed a piece of news that is stale. Nothing will so antagonize him as to hold back vital facts until their value, in a newspaper sense, is gone. And nothing "gets his goat" as does the practice of cooking up a story in exactly the way the company's directors, management and counsel think it should be presented, before letting him into the secret.

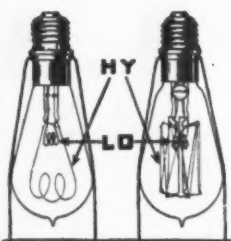
For your newspaper reporter has a certain self-esteem. He believes that he has the ability to sense vital facts, strip away non-essentials and make "a good story." He is paid for doing just that. The better he does it, the more he is paid. He doesn't want news ready-made for him. He wants facts from which he can evolve an item or a column, as these facts may warrant. He wants facts—all the facts—and he wants them just as fresh and hot as he can get them.

He may not always write his story

exactly as the central station man desires; in fact, he may and frequently does write it in just the opposite manner. No matter. Keep on handing him the facts, freely and fresh. Give him your confidence. He may abuse it at first, but if he is a true newspaperman, he will abuse it in ignorance and perhaps because he does not really appreciate that it is confidence, but suspects it is "stall stuff." Be patient and honest with him long enough for him to realize your honesty and appreciate your patience. Remember that he has been impregnated with the anti-corporation prejudice, that he is probably a raving socialist at heart, that, like the mouthy politicians, he has a fool notion of the popularity of muck-raking. Be patient, candid and square. You can afford to be: you can't afford not to be.

This problem of dealing with the press has always been one that public utilities have made into a bogie. It is really quite simple. The reporters will get at the facts sooner or later; therefore, it is but making a virtue of necessity to give them the facts sooner than anyone else. The reporters will color their stories to some extent according to the source of their facts; therefore, it is the part of wisdom to supply the facts and as much of the coloring as possible. The reporters are not free agents, but must follow the instructions of the man higher up; therefore, if you want to get peeved at what the papers say, vent yourself

This is a reduced fac-simile of one of the HYLO advertisements in the "Saturday Evening Post"



CARBON HYLO
An incandescent lamp that turns high, low or out. Two filaments in the same bulb, wired to burn separately. Made in two sizes: 8 c. p. HY and 14 c. p. LO; 16 c. p. HY and 1 c. p. LO. Either size, 60 cents.

MAZDA HYLO
Made on same principle as Carbon HYLO excepting both filaments are solid drawn metal wires that give three times as much light for the same current. Two sizes: 25 watt HY and 5 watt LO; 40 watt HY and 5 watt LO. Either size, 90 cents.

HYLO
National Quality
HYLO is Guaranteed

The HY-LO and OUT Turn-Down Lamp

Gives all the light you want when HY or just enough to show the way when LO. Saves 85% of your current when turned LO. HY-light equal to regular full sized lamp. Clean, convenient, hygienic, economical and fully guaranteed. A necessity in bedrooms, bedrooms, kitchens, halls, nurseries, etc.

Sold by Electric Light Companies, Electrical Dealers, Hardware and Department Stores.

Economical Electric Lamp Division
National Lamp Works of General Electric Co.
25 West Broadway NEW YORK

HYLO MAZDA CARBON LAMPS ARE ADVERTISED

Your Customers are reading our "Saturday Evening Post" advertisements of HYLO Mazda and Carbon Turn-Down Lamps. Take advantage of this advertising by displaying HYLO Lamps.

The very attractive Show Counter Display (size 18 in. x 18 in.) picture of which is shown below, holding six HYLO Mazda and six HYLO Carbon Lamps, shows your customers calling on you that you have HYLOS on hand to deliver.

This Show Counter Display is sent gratis to the trade, but to show same to advantage you should display both Mazda and Carbon HYLO Lamps as fac-simile of both types is shown on the Display.

Write for this Display, and if in need of HYLO Lamps, order either from your dealer or from

Economical Electric Lamp Division

National Lamp Works of General Electric Co.

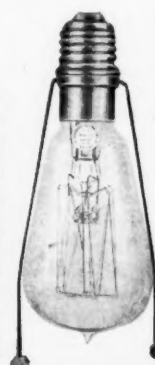
25 WEST BROADWAY
NEW YORK



CARBON
Nat'l. Quality



The HYLO Show Counter Display



MAZDA
Nat'l. Quality

against the responsible head and not against the poor scrivener who represents his paper as your salesman represents you—and with about as much real latitude for personal responsibility.

The handling of newspapers—perhaps the word “handling” is a bit strong—is a serious and important part of central station commercial work. One cannot acquire finesse over night, any more than one can learn tennis or piano-playing in a lesson. The essential thing is to strip off prejudice and seek the reporter's viewpoint. His is really a high profession, of tremendous popular importance and influence, and one at which he works earnestly. Sophistication, prejudice and instructions from the desk, may lead him to commit injustice frequently, but 99 per cent of the time he is fair to those who are fair with him.

Doherty Company Wins Suit

The Montgomery Light & Water Power Company, one of the properties controlled by Henry L. Doherty & Company, won an important suit against the local traction company, in which over \$205,000 was involved. According to the decision rendered, the traction company must pay this sum for current already supplied to operate the car lines, and must continue, for a period of four more years, to purchase current from the light company, with which it is in competition.

Many City Yuletide Trees

The community Christmas tree, erected in a public park and lighted with hundreds of vari-colored electric lamps, has become the feature of the yuletide civic celebration in many cities.

The newspapers report lighted trees in New York, Washington, Pittsburgh, Cleveland, Cincinnati, St. Louis, Detroit, Columbus and Toledo, which make up probably only a small percentage of the whole number. The idea is said to have originated with Arthur Williams of the New York Edison Company.

“Collier's” Opposes M. O.

Radical Paper Sees Futility of Doctored Figures

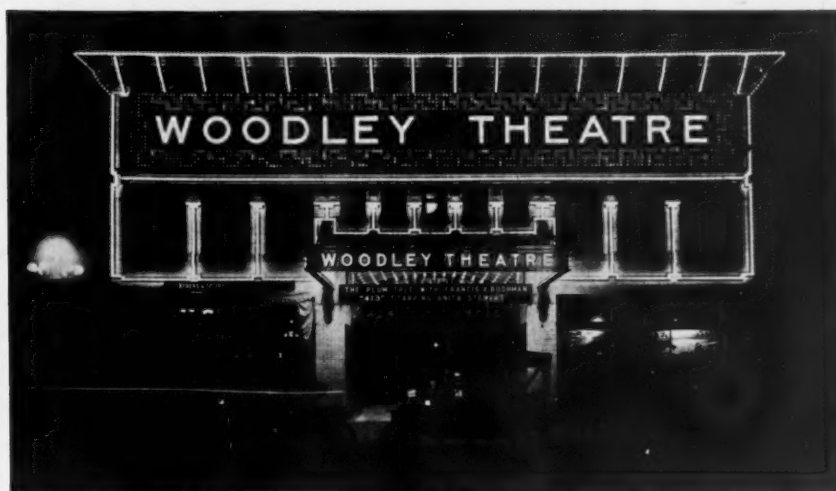
CENSUS returns show 100 per cent increase in municipal electric light stations between the years 1902 and 1912, while the number of privately owned plants only increased 30 per cent during the same period. Figures given on a percentage basis are frequently deceptive, for while these are approximately correct, they do not tell the entire story. Compare the increased capacity of privately owned stations and municipally owned stations during the same ten years and the figures make a very different showing.

The following from *Collier's Weekly* of November 14th does not make very encouraging reading for the municipal ownership agitator:—

“Perhaps the most obvious thing for the average city to own is the electric light and power station, since the city already

owns, paves and cleans the streets. Between 1902 and 1912 the number of such plants owned by our municipalities increased from 815 to 1562, while the number commercially owned increased from 2805 to 3659. How did they work? The Bureau of the Census has issued a bulletin which gives the answer. The figures show that in 1912 the city-owned stations hired 10 per cent of the total number of employees in order to turn out 4.7 per cent of the total product. Electricity is sold by the kilowatt hour, and the cities increased their average charge from 3.5 cents in 1902 to 4.3 cents in 1912, while the commercial plants reduced their average charge from 3.4 cents

to 2.5 cents. It is clear that this reflects, among other things, the growth of municipal ownership in the smaller towns where it really does cost more to turn out the ‘juice,’ but the trouble is that the whole drift of the statistical evidence is in the same direction. The city-owned plants tend to fall back on higher rates and the kindly nurture of taxes, and do not deliver the goods. There is another seamy side to the story, viz., the way in which these municipal enterprises resist State regulation and especially the introduction of uniform accounting methods which would show all the facts. Municipal ownership spells opportunity for politicians but it does not spell service.”



Sign Business is Booming on the Coast

Greenwood *Individuality* is doing it.

Our new Western Factory more than doubles our capacity.

Both the Expositions—at San Francisco and at San Diego—are using our Shadow Picture signs generously.

Greenwood *Individuality* wins everywhere; wins the order for the central station; wins the business for the advertiser.

Let our nearest factory serve you.

Individuality

Greenwood Advertising Co., Knoxville, Tenn.
Greenwood Advertising Co., (Western) Los Angeles, Calif.

Electric Cooking for Large Apartment House

A building in Buffalo containing 95 apartments will be equipped for electric cooking. This is probably the finest apartment hotel in Buffalo, being built by the Poppenberg interests, at a cost estimated to be over a million and a quarter. Each of the 95 apartments will contain a Standard electric range. This installation was secured by the Buffalo General Electric Company through the personal effort of Mr. F. A. Coupal, commercial manager, and represents probably the largest installation for electric cooking east of the Mississippi.



Illumination at the Edison plant to permit night force to work.

Electric Dish Washing

Within the past year several types of electric dish washing machines have made their appearance on the market, leading one to believe that electric service has fully solved another problem of household drudgery.

Among the machines that seem most practical is one made by the Walker



Cross section illustration of the Walker dishwasher.

Brothers Company, Syracuse, which operates on the dasher principle. An aluminum dasher revolves at 340 rpm. in the bottom of a cylindrical container, forcing the water up and between the dishes at high velocity. When it is remembered that dishes are washed 1095 times a year in most homes and that the operation takes from ten minutes to half an hour the desirability of these machines as residence load will be appreciated.

Thurston Owens East Again

H. Thurston Owens, successively with the Consolidated Gas Company of New York, the American Gas Light Journal, general manager of the LaCrosse Gas & Electric Company and secretary of the San Diego Gas & Electric Appliance Company, has returned to the east and is now associated with the fixture house of Bayley & Sons, New York. Mr. Owens has long been active in association work in both the gas and electric industries and a frequent contributor to the trade press.

Color Cap Litigation Decision

The litigation over the patents covering color caps or hoods has been determined by a decision handed down early in December, which the Reynolds Electric Company announces was in its favor. This is the second decision claimed in favor of the Reynolds contention.

Edison Rapidly Rebuilding

THE million-dollar fire in the Edison film works, carpenter shops and phonograph record works at West Orange had not half burned out when plans were under way for the rebuilding. Mr. Edison's spirit was shown in the remark to an assistant, "It's a goner, Wilson, but we'll build up bigger and better than ever."

The storage battery plant, being untouched by the fire, has been utilized to the limit of its capacity to provide room for other departments. Five days after the fire, 17 departments of Thomas A. Edison, Inc., had been satisfactorily housed and only required additional tools to be in fairly efficient working condition. Within a week, 44 carloads of iron and steel wreckage had been removed by a huge locomotive crane, besides many hundreds of wagonloads of brick and miscellaneous debris. The illustration shows the progress of the cleaning up which will continue day and night until the new factories are built and the standing concrete buildings are refitted.

Wagner Office in St. Paul

The Wagner Electric Manufacturing Company of Saint Louis, announces the opening of a sales office, in Saint Paul.

WE CAN HELP YOU TO SELL AND INSTALL STREET LIGHTS



We offer you the benefit of our experience in the preliminary work of securing White Way installations. We can save you time and expense. We can insure you an installation that will have no regrets.

Ornamental Lighting Poles

are designed to add beauty to your streets, but they do far more. They help make your town prosperous by attracting business.

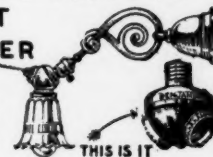
This particular design of pole is for the high efficiency Type "C" Mazda Lamp.

Let us tell you more about our product and service.

ORNAMENTAL LIGHTING POLE
POLES FOR ALL TYPES OF LIGHTING
118 LIBERTY ST. NEW YORK

BENJAMIN TWO-LIGHT PLUG CLUSTER

For Doubling the
Capacity of Your
Sockets Without
Extra Wiring



It just screws in—and the work is done. You have one light, but want two. Or you want to run an extra wire to another point for connecting some electrical appliance—fan, heater, curling-iron, flatiron, chafing dish, etc., and still keep your light burning. You need not rewire the place to do it.

*Benjamin Plug Cluster Does the Work
of Two Sockets.*

For sale by all Electrical
Dealers

**BENJAMIN ELECTRIC
MFG. COMPANY**

126-128 So. Sangamon St.
CHICAGO





Teaming With Electricity

Man power, animal power, water power, steam power, gas power—Electric power. Thus has the old world moved. To team with Electricity (in the proper field) is just as logical as to drive an entire plant thereby.

Keep your eye on the Electric Truck! It has smashed more precedents in the last three years than a million horses. Teaming with Electricity involves a principle which touches the very roots of trackless transportation. Do you realize this or are you looking at the storage battery through 1905 glasses?

Buy one Electric Truck! Hook it up with your other Electrical equipment. Extend your Electrical economies as the others have who use 9,000 Electric Trucks. We will gladly help. Just write.

General Vehicle Company, Inc.

 *Long Island City, N.Y.* 
New York, Chicago, Boston, Philadelphia

Copyright, 1914

—1915—

Don't Wait for "Good Times"— Make Good Times

THE TIMES are what you make them. They're good for us because we *made* them good. We took advantage of the existing conditions—which we couldn't change, anyway.

Right now, for example, we are

Selling Small Signs

It pays us. It will pay you. Every small shop needs a small sign. There are hundreds, even thousands, of small stores in every city—hundreds of opportunities to make sales and profits.

So we say to you:—

Go after the small sign-buyer. His name is Legion. His shop is Everywhere. He can't afford a "regular" sign, but he can and will buy an electrical display that fits his needs and pocketbook.

We can supply on short notice a variety of lamp-studded ovals, circles and other shapes into which are fitted painted centres, which sell at \$5.00 to \$15.00; outlined panel signs to sell at \$25.00 and \$30.00; and various trade devices, outlined with a few lamps, to sell at from \$15.00 to \$50.00 each.

Adapt your sales effort to conditions and you will never complain of hard times. Others are selling these small signs. We are. You can. Start now. Write for sketches.



**VALENTINE
ELECTRIC SIGN COMPANY**

ATLANTIC CITY, NEW JERSEY